



# Respect



UEFA Football and Social  
Responsibility Report  
2018/19

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# Icons



Diversity and inclusion



Environment



Health and well-being



Peace and reconciliation



Solidarity



Child safeguarding



Human rights



Supporter relations

UEFA's football and social responsibility unit addresses key social responsibility issues through football in close partnership with member associations and expert organisations. These icons are found throughout the report, at the beginning of the relevant sections, to indicate the issue or issues being addressed by the organisation or initiative.

# Abbreviations

**ADC**

Audio-descriptive commentary

**CAFE**

Centre for Access to Football in Europe

**CAS**

Court of Arbitration for Sport

**CCPA**

Cross Cultures Project Association

**CPIRSA**

Cerebral Palsy International Sports and Recreation Association

**CSR**

Corporate social responsibility

**DAO**

Disability access officer

**D&I**

Diversity and inclusion

**DCL**

Deaf Champions League

**DCO**

Doping control officer

**DFB**

German Football Association

**EAFF**

European Amputee Football Federation

**EDRU**

European Deaf Referees Union

**EDSO**

European Deaf Sport Organisation

**EPFA**

European Powerchair Football Association

**EUROCLIO**

European Association of History Educators

**EuroFIT**

European Fans in Training

**FAI**

Football Association of Ireland

**FDEP**

Football Doctor Education Programme

**FIGC**

Italian Football Federation

**FIP**

Football Integrity Programme

**FIRE**

Football Including Refugees

**FSE**

Football Supporters Europe

**FSR**

Football and social responsibility

**GCAS**

Global Climate Action Summit

**GFF**

Georgian Football Federation

**GRI**

Global Reporting Initiative

**GS**

General secretary

**HWCF**

Homeless World Cup Foundation

**IBSA**

International Blind Sports Federation

**ICRC**

International Committee of the Red Cross

**IDP**

Internally Displaced Person

**IFAB**

International Football Association Board

**IFCPF**

International Federation of Cerebral Palsy Football

**IPASS**

International Partners Sharing Skills

**KIO**

Kick It Out

**KNVB**

Royal Netherlands Football Association

**KPI**

Key performance indicator

**LIAISE**

Liaison-based Integrated Approach to Improving Supporter Engagement

**MESGO**

Executive Master in Sport Governance

**MOOC**

Massive open online course

**NA**

National association

**NAA**

NEVER AGAIN Association

**NADO**

National anti-doping organisation

**NDC**

Nationally determined contribution

**NFF**

Football Association of Norway

**NGO**

Non-governmental organisation

**NOPF**

National Organisation for Powerchair Football

**OFFS**

Open Fun Football Schools

**PET**

Polyethylene terephthalate

**RCM**

Red Cross message

**SDG**

Sustainable development goal

**SLO**

Supporter liaison officer

**SOEE**

Special Olympics Europe Eurasia

**Tdh**

Terre des hommes

**UAF**

Ukrainian Association of Football

**UCL**

UEFA Champions League

**UEL**

UEFA Europa League

**VIDC**

Vienna Institute for International Dialogue and Cooperation

**WADA**

World Anti-Doping Agency

**WHD**

World Heart Day

**WHF**

World Heart Federation

**WHO**

World Health Organization

**WWF**

World Wide Fund for Nature

# Introduction





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# Message from Aleksander Čeferin

UEFA president

Social responsibility at UEFA focuses on a variety of issues, including diversity and inclusion, the environment, health and well-being, child safeguarding, human rights and supporter relations, as a reflection of UEFA's desire to enhance the value of its core business while contributing to sustainable development in society.

This season, UEFA hosted the #EqualGame conference to promote diversity and inclusion in football. Opening this fifth conference in the Respect series, I wore my heart on my sleeve when I said I was ashamed that it was still necessary to hold these kinds of discussions on how to tackle racism and discrimination in 2019.

When UEFA signed the UN Sports for Climate Action Framework, we marked the start of an increased focus on climate change throughout European football. Our initiatives on health

and well-being have continued to spread interconnected messages of football and healthy living, and I congratulate Dutch football on its smoke-free drive. We have set out on an ambitious path to embed child safeguarding policies, practices and tools throughout European football, and we have been working with supporters' groups across the continent to prepare European fans for EURO 2020.

Each of these areas of activity encompasses a host of projects, devised and delivered in cooperation with a diverse range of partners, including UEFA member associations, clubs, political bodies, NGOs and academic institutions.

This 2018/19 UEFA Football and Social Responsibility Report presents our priorities, projects and partners in detail. It should serve as a reference tool for others and a lasting record of UEFA's commitments in these areas. There is always space to grow and improve, and together with the national associations, we remain committed to enhancing the sustainable development of European football. We hope this report helps to spread and advance the messages it contains, leading to much needed behavioural change across Europe.

Happy reading!

A handwritten signature in blue ink, which appears to read 'A. Čeferin'.

Aleksander Čeferin



## Message from Peter Gilliéron

UEFA Executive Committee member and former chairman of the Fair Play and Social Responsibility Committee (1 July 2011 to 30 June 2019)

As we delve into the activities and initiatives of the 2018/19 season, I am once again encouraged by the hard work, dedication and positive spirit that have gone into each and every one of our social responsibility commitments, from the introduction of blind football in four more countries to football bodies across Europe shutting off the lights for #EarthHour.

As we look back on the activities of the past season, I would like to reiterate a message made in our last report: social responsibility is a marathon, not a sprint. Our commitments are not 'quick wins' but long-term endeavours that reflect UEFA's ethos as a organisation and its thorough understanding of the issues facing contemporary society. UEFA establishes and maintains partnerships, and launches and sustains projects, with the goals of long-term gains and sustained effectiveness.

This 2018/19 report covers the depth and breadth of UEFA's work, demonstrating that social responsibility is woven into the organisation's in-house operations, its activities throughout Europe, and those of the UEFA member associations.

Diversity and inclusion remains front and centre, with a follow-up D&I survey conducted internally and numerous activities organised with external

partners to make football inclusive for all. The 2019 #EqualGame conference held at the iconic Wembley Stadium showcased the diversity that exists in European football, while simultaneously highlighting the need to improve in this area.

As you explore this report, you will hopefully see the strides UEFA and its member associations have continued to make in this and so many other areas. Find out, for example, how:

- UEFA's medical unit pushed for greater steps to be taken to protect player safety, including an updated concussion protocol, while UEFA's Executive Committee pushed for wider international recognition of the protocol and for corresponding changes to be made to the Laws of the Game;
- UEFA's volunteer programme for EURO 2020 will involve and represent the local communities in all 12 host countries to ensure a successful, inclusive tournament that leaves a meaningful pan-European legacy;
- the last season of HatTrick IV benefited associations throughout Europe, and the forthcoming HatTrick V will offer even greater incentives and support by doubling the funding available across the next four-year cycle.

I invite to you to read the report, visit the new and improved home of FSR on [UEFA.com](https://www.uefa.com) and join us on this journey into an ever more socially responsible future for football.

A handwritten signature in black ink that reads "P. Gilliéron". The signature is written in a cursive, slightly slanted style.

Peter Gilliéron

# Timeline

2018	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
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July 2018



The EAFF held its flagship European Amputee Football Junior Training Camp in Italy



August 2018



UEFA unveiled its inaugural #EqualGame award



1-4 October 2018



Healthy Stadia partnered with the Irish Football Association to host the Healthy Stadia Conference at Windsor Park National Stadium, on the fringes of the WHO International Healthy Cities Conference

5-7 October 2018



20 young CCPA programme leaders gathered in the Ukrainian city of Kharkiv to develop their skills in using football to strengthen communities and foster reconciliation

November 2018



As part of its support for the Dora-II project and partnership with South Pole, UEFA sponsored a community engagement futsal tournament for the Köşk community in Turkey, which was held in the vicinity of the power plant



On the initiative of FC Kairat, IBSA visited Almaty to introduce blind football to Kazakhstan

December 2018



EDSO distributed a new booklet, Signal Guidance for Futsal Referees, to both deaf and hearing match officials ahead of the European Championship in Tampere, Finland



UEFA's human resources unit launched its second diversity and inclusion survey to collect information from staff about the perceived culture and environment at UEFA

17-20 July 2018



The Special Olympics Unified Cup – held in Chicago and featuring six teams from Europe – spearheaded the Special Olympics' 50th anniversary celebrations



August 2018



The IFCPF hosted a Female CP Football Camp, which brought together players from around the world



11-25 October 2018



160,000 people in 60 countries took part in the Fare network's #Footballpeopleweeks, the largest social change and diversity campaign in global football

13-18 November 2018



The Homeless World Cup Foundation hosted its flagship event, the Homeless World Cup, in Mexico City

3-7 December 2018



The UEFA Academy ran a UEFA-FIFA Women in Football Leadership Programme session at UEFA headquarters in Nyon

4-6 December 2018



UEFA's medical unit held the third edition of its workshop on trauma/on-field medical emergencies during the UEFA Football Doctor Education Programme in Rome



25–26 January 2019



Delegates from the European National Organisations of Powerchair Football attended the inaugural EPFA workshop in Dublin



February 2019



The New Israel Fund KIO Israel partnered with the Israel Football Association to stage a Football v Homophobia event between the mixed LGBT+-straight Rainball team and youth teams in Herzliya



March 2019



Terre des hommes delivered a three-day Study Group Scheme workshop on child safeguarding in European football, in which 40 UEFA member associations participated



FSE launched Fan Digest, a fortnightly round-up of supporter focused news, interviews and think pieces from across the continent

30 March 2019



People in over 188 countries and territories took part in WWF's Earth Hour



6 April 2019



sportanddev organised a working group of global organisations to coordinate activities marking the International Day of Sport for Development and Peace



June 2019



UEFA's 56 doping control officers (DCOs) attended the anti-doping unit's annual DCO seminar in Nyon



2019

JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

January 2019



UEFA's stadium and security strategy and development programme hosted a one-day expert seminar on football-related violence and disorder



February 2019



Virgil van Dijk presented a €100,000 donation to ICRC on behalf of UEFA



2–10 March 2019



The CAFE Week of Action was celebrated in 36 different countries



April 2019



Colour Blind Awareness developed and delivered a grassroots coaches' webinar together with the English FA



UEFA's anti-match-fixing unit brought together its network of integrity officers for a workshop in Vienna as part of ongoing efforts to safeguard the integrity of the game



May 2019



UEFA's facility management unit conducted an internal survey to better understand mobility practices and invite feedback on the accessibility of the UEFA campus



Representatives of football clubs from three European countries took part in the fifth of 12 exchange visits organised through SD Europe's supporter liaison and engagement project LIAISE



# About the report

## Background

UEFA remains committed to embedding the principles of social responsibility in everything it does. The organisation continues to support, integrate and broaden social responsibility throughout its activities, those of its 55 member associations and of the UEFA FSR partners.

UEFA's intention is to provide clear and transparent reports on all the social responsibility activities it undertakes or supports.

This is the seventh annual UEFA Football and Social Responsibility Report and the second in the 2017/18–2020/21 business cycle.

## Scope

The scope of this 2018/19 report is limited to activities carried out between 1 July 2018 and 30 June 2019.

As in past reports, internal social responsibility initiatives led by UEFA business units, such as anti-doping, stadium and security, and facility management, have been included alongside external initiatives carried out through national associations and other organisations, all of which UEFA believes must reflect the ethos and culture established at UEFA headquarters in Nyon.

Though this report aims to give a comprehensive understanding of UEFA's commitment to social responsibility and the impact of its work, the report limits its descriptions to those units and entities that are most relevant. For further information, direct links to additional materials have been provided, and readers may visit [UEFA.com](http://UEFA.com) for news and resources beyond the scope of this report.

For further information on the background and scope of the current cycle of FSR reports, readers are invited to revisit the [2017/18 report](#).

## Structure

This report is divided into four key sections:

- Inside UEFA
- National associations
- FSR portfolio partners
- Competitions

The structure and content mirrors that of last season's report, with the addition of detailed sections on #EqualGame and the Refugee Grant Scheme.

Although the Refugee Grant Scheme and UEFA's #EqualGame campaign are both still in the early stages of development, both have already had a great impact. #EqualGame has proven to be a powerful Respect campaign that uses storytelling to engage fans and has reached the wider football community through the #EqualGame conference in April 2019. The Refugee Grant Scheme, meanwhile, has provided refugee projects with the funding they need to conduct their activities.

Good practices continue to be a key asset in explaining and sharing how national associations, FSR partners and UEFA units conduct and improve their various projects and activities. By highlighting good practices throughout the report, UEFA hopes both to showcase examples that can be replicated in football contexts and beyond, and to spark creative new ideas and approaches for integrating social responsibility into business processes.

The National associations and Competitions sections each feature a collection of good practices applied to projects during the season. Additional good practices from FSR portfolio partners and selected UEFA units can be found in the online version of this report.

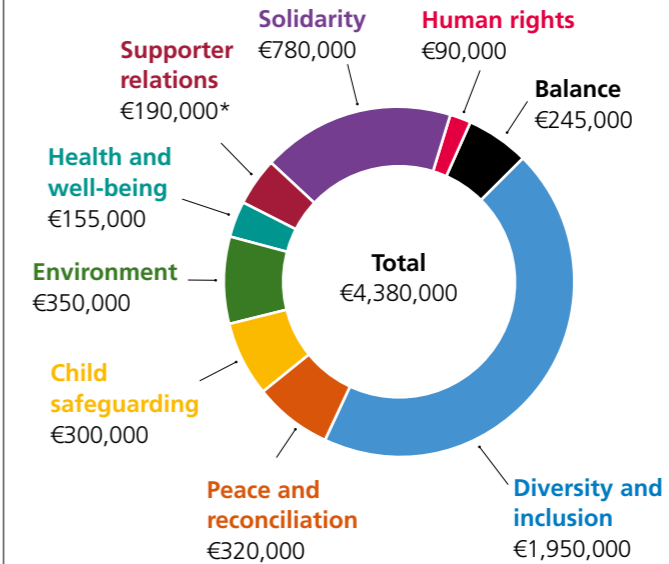
In addition to this FSR report, up-to-date FSR news and information can be found in the new and improved social responsibility section of [UEFA.com](http://UEFA.com).

The user-friendly digital version of this report contains even more information including links to videos, articles, complementary reports and more.

Also, in an attempt to improve readability, lengthy tables that were formerly located in the body text will now be included in an online appendix.

## FSR budgets

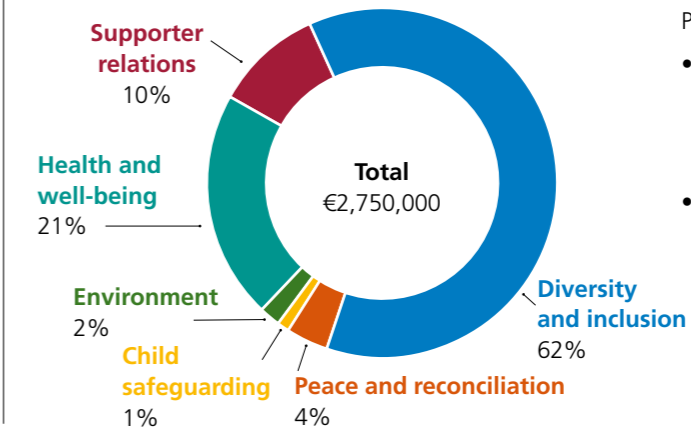
### UEFA's FSR budget for the 2018/19 season was €4,380,000



Points to note:

- UEFA's 2017/18 disciplinary income, earmarked for investment in FSR projects in 2018/19, totalled €4,380,000, which included €500,000 dedicated to supporting national associations in the wake of natural disasters, as part of the solidarity budget.
- A total of €625,000 was allocated to supporter relations in 2018/19: €435,000 from UEFA's institutional supporters budget and €190,000\* from the FSR budget.
- The unallocated balance of €245,000 can be explained as follows: the #EqualGame conference closed at €170,000 under budget; the CSR Compact Course, budgeted at €50,000, was postponed to 2019/20; and there was a remaining balance of €25,000, about 0.5% of the budget.

### The 2018/19 HatTrick FSR budget was €2,750,000



Points to note:

- All 55 national associations made full use of UEFA's €2.75 million overall allocation for UEFA HatTrick FSR programme projects.
- A total of 71 projects were funded, 30 of which covered more than one strategic theme; the full list of projects can be found in the appendix to the online report.

# #EqualGame



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## #EqualGame – Football is open to everyone

The #EqualGame campaign supports UEFA's social responsibility objectives in the area of diversity, inclusion and accessibility. It was created under the UEFA Respect umbrella and promotes UEFA values by demonstrating the positive role that football plays in individual lives.

During the 2018/19 season, #EqualGame shared compelling and inspiring stories about football legends, grassroots players and coaches and fans. The campaign message – that football is open to everyone – was highlighted at a number of key events.

UEFA President Aleksander Čeferin is crystal clear in emphasising #EqualGame's crucial vision: "It is vitally important that UEFA makes football accessible for everyone. Through the power of sport, football becomes a global leader to fight for social equality."

## Engaging real-life stories of inclusion, accessibility and diversity

Every month, as part of the #EqualGame campaign, UEFA focused on a different person from among its 55 member associations and told their story of how football promotes inclusion, accessibility and diversity. Individually and collectively, their stories exemplify how disability, religion, sexuality, ethnicity and social background are no barriers to playing or enjoying football.

The #EqualGame stories were brought to life across UEFA's communication channels, in video productions, photos and the written word. They all performed particularly well on social media.



© UEFA



© UEFA

## Guram Kashia gesture honoured with first #EqualGame award

UEFA unveiled its inaugural #EqualGame award in August 2018, which recognises a player or entity that has acted as a role model in promoting diversity, inclusion and accessibility in European football. Georgian national team player Guram Kashia was the first recipient in recognition of the courageous public stand he took for equality while playing for Dutch top-division outfit SBV Vitesse.

## 400 clubs and 35+ national associations use #EqualGame to call for an end to racism, discrimination and intolerance

During the Fare network's #Footballpeopleweeks in October, a total of 94 matches in the UEFA Champions League, UEFA Europa League, UEFA Women's Champions League and UEFA Nations League provided the ideal platform for #EqualGame messaging and activities in support of the action weeks. Players, clubs and national teams taking part in the four competitions also used their own communication channels to raise awareness of the campaign, and to spread the message that racism, discrimination and intolerance must be eradicated from the game.



© UEFA

### #EqualGame conference

UEFA held a dedicated [#EqualGame conference](#) in April, which brought together some of the leading voices in football and the fight against discrimination. The fifth in a series of Respect conferences dating back to 2003, the inaugural #EqualGame conference was hosted by UEFA, in cooperation with the English FA and the Fare network, at the iconic Wembley Stadium. The event pushed for greater accessibility, inclusion and diversity throughout football by bringing together 260 representatives of UEFA member associations, leagues, clubs, political and governmental organisations, NGOs, minority groups, subject-matter experts and media representatives to discuss some of the most pressing issues in contemporary football, including racism, gender discrimination, homophobia, the integration of refugees and discrimination against disabled people. The discussions, opportunities and recommendations arising from the conference were put together in a [comprehensive report](#) to help an even broader audience understand the issues and tackle the challenges football is facing in its drive to become truly diverse, inclusive and accessible.

### #EqualGame zone at UEFA Champions League final in Madrid

Rounding off the 2018/19 season, UEFA's #EqualGame campaign was a [focal point at the Champions Festival in Madrid](#) in May. A series of events engaged fans and brought the campaign and its values into the spotlight once again. At the #EqualGame zone, visitors were able to experience first-hand the importance of social inclusion in football. UEFA's social responsibility partners spoke with

fans about their projects and programmes in the fields of accessibility, colour blindness, child safeguarding, health and tackling discrimination. Meanwhile, on the pitch, three football legends – Brazil's Cafú and Roberto Carlos, and Portugal's Luís Figo – showed their support for Football for All Abilities in matches showcasing amputee, blind, cerebral palsy and powerchair football, as well as Special Olympics and Homeless World Cup teams.

**“ We see all forms of discrimination as equally harmful, wherever they occur – in stadiums, in the minds of decision-makers, or in the lives of people excluded from our sport because of their race, religion, gender, sexual orientation, disability or social background. As a governing body and sports rights holder, we will stand by our values in areas such as refugee integration, working with ethnic minorities, promoting LGBT+ rights, the rights of young men and women, as well as the elderly.”**

**Aleksander Čeferin, UEFA president**

# Inside UEFA



# UEFA Academy

## Mission

Through a series of education and knowledge-sharing initiatives, the UEFA Academy leads and inspires the development of individuals and organisations to continuously elevate the game of football.

[UEFAacademy.com](https://uefaacademy.com)

## Objectives

Ensure that everyone working in football has the opportunity to develop their skills and knowledge and, in doing so, support the game in Europe.

Guarantee that participants have access to the latest research and knowledge on managing football organisations by working with leading academic institutions.

Engage and connect individuals throughout the European football environment to ensure that best practices and innovations are shared, replicated and valued across the game.

Support national associations, as well as other confederations, by developing tailor-made programmes based on each association's unique features and identified needs.



© UEFA

### Highlight

The new home of education at UEFA – the UEFA Academy – was launched in February 2019.

In order to deal with the complexity of modern football, national associations and their stakeholders need talented and well-trained employees and leaders. Recognising the value of continuous development – both for individuals and their organisations – UEFA runs a series of education programmes and knowledge-sharing initiatives for professionals in football.

From the Women in Football Leadership Programme to the Executive Master for International Players, the UEFA Academy has over 15 unique learning initiatives, offering something for everyone working in football.

**With almost 1,500 graduates from more than 100 countries, the UEFA Academy supports the creation of a strong network of professionals working in football.**



© UEFA



**“The UEFA Academy’s support in developing executive education and training programmes for Romanian football has provided us with the optimum platform for the professional development of a new generation of managers.”<sup>1</sup>**

**Răzvan Burleanu, president, Romanian Football Association**

<sup>1</sup> Together with the Romanian Football Federation and the Romanian Professional League, the UEFA Academy has created a tailor-made series of workshops to educate representatives of Romanian clubs. This is one of the on-demand services offered by the UEFA Academy: <https://uefaacademy.com/uefa-on-demand-education/>



© UEFA

### Main achievements

- The UEFA Academy team worked with [UEFA Assist](#) on the creation and implementation of a GS Academy, which supports the development of general secretaries from the national associations of UEFA's sister confederations. Four sessions were held in Africa and two in Asia in 2018/19.
- A [UEFA For Players app](#) was created and launched to provide elite football players with essential information and advice on matters on and off the pitch.
- A new [UEFA Diploma in Football Leadership and Management](#) was launched, offering high-performing managers an advanced programme to further develop their leadership and managerial skills.

**56** EVENTS **157** DAYS

**UEFA Certificate in Football Management** 19 / 38

**UEFA Diploma in Football Leadership and Management** 2 / 4

**Executive Master in Sport Governance (MESGO)** 6 / 30

**Women in Football Leadership Programme** 1 / 5

**UEFA Football Law Programme** 1 / 5

**UEFA Football Doctor Education Programme** 1 / 4

**Executive Master for International Players** 5 / 19

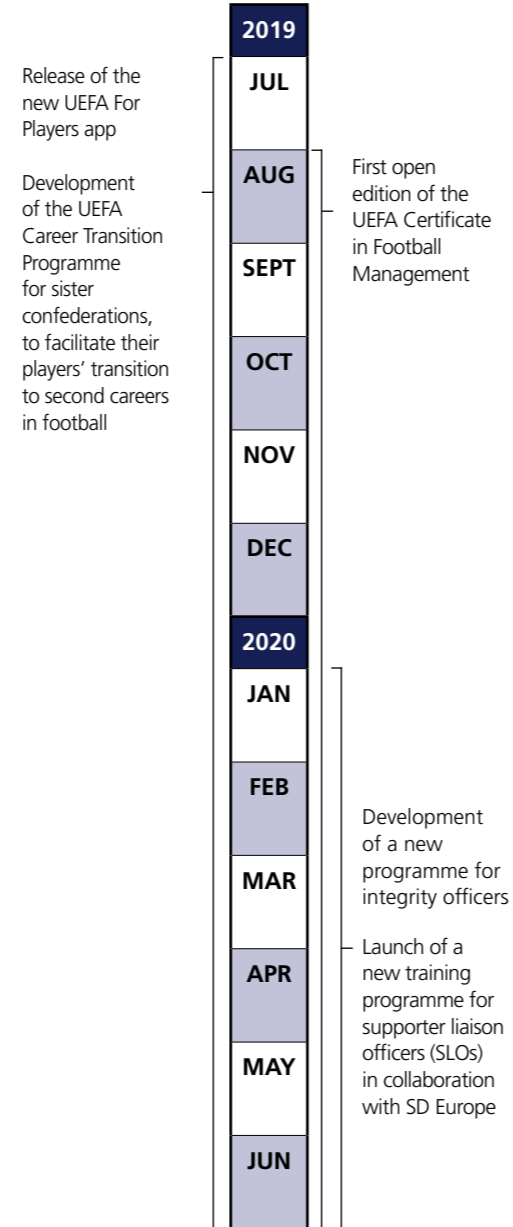
**UEFA For Players** 1 / 4

**UEFA Research Grant Programme** 1 / 2

**GS Academy** 6 / 30

**University visits to UEFA** 12 / 12

### Planned activities



## Concluding remarks

“ Since we believe that real progress can only come from life-long learning, we make sure that all football professionals can find a suitable way to develop. This is achieved by continuously improving what we offer and supporting the development of tailor-made initiatives.”

UEFA Academy  
academy@uefa.ch

Good Practice

# Women in Football Leadership Programme

## Objective

The Women in Football Leadership Programme (WFLP) is designed for women in football who have the potential and motivation to progress into senior leadership positions within their organisations, and for those already in such roles.

## The Wow! factor

Participants work on and discuss various aspects of leadership, while focusing heavily on self-awareness and how this can also support their career development. Through the coaching provided during the programme week, participants are continually challenged across both personal and professional plains.

## Partners

FIFA (co-organisers)  
IMD Business School, Lausanne, Switzerland (programme facilitator)



# 130

Over 130 participants have already been trained. Further editions of the programme will welcome 30 participants (15 from European associations and 15 from other confederations, in cooperation with FIFA).

## Good practice link

[UEFA-FIFA programme champions female leaders](#)

## Related content

[UEFA Academy](#)



**“It's a great honour to be selected for the programme. It's always good to share stories and experiences with other women. You realise you're not the only one fighting for a certain cause. You have others alongside you and behind you.”**

**Maika Fischer, German men's national team administrator**



# Facility management

## Mission

The facility management unit provides all of the services required to operate and maintain the shared facilities throughout the UEFA campus in Nyon, Switzerland.

## Objectives

Reduce CO<sub>2</sub> emissions from day-to-day business operations.

Ensure all materials meet sustainability standards.

Ensure appropriate suppliers are selected, based on UEFA policy.

Ensure that UEFA staff receive full support to do their jobs.

Ensure health and safety standards are met in the workplace.



© UEFA

### Highlight

UEFA's facility management unit is committed to minimising the organisation's environmental footprint in Nyon. As a result, it regularly launches initiatives aimed at creating a more environmentally conscious UEFA campus.

One of this season's key initiatives was a campus-wide energy monitoring project, aimed at providing UEFA with a clear overview of its energy consumption, to help it then take the correct energy-saving measures.

Clearly identified energy-consuming systems, such as water, power and heating, were monitored throughout the season, with variables such as weather, workforce size and event-related constraints factored in.

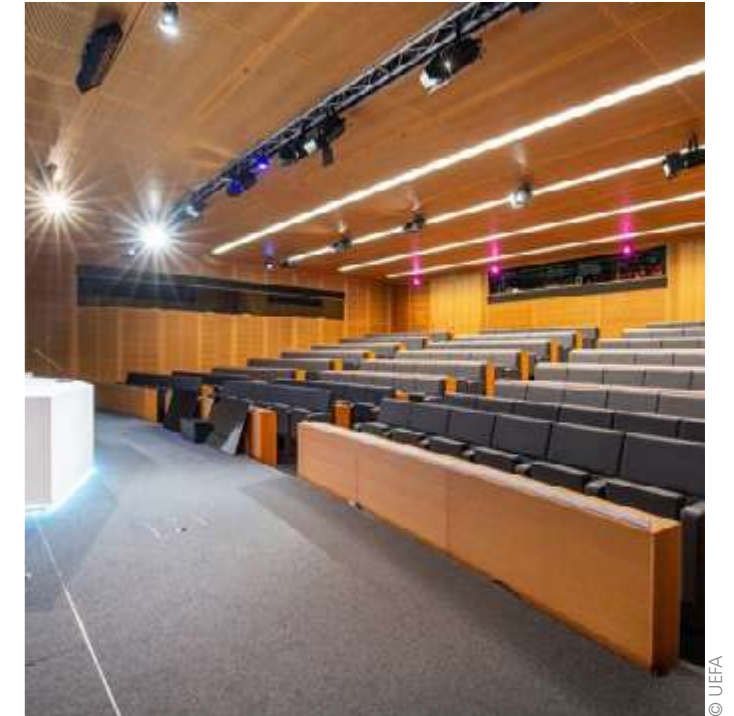
Based on the objective data collected and the real needs identified, UEFA can plan to reduce consumption by up to 15% over the next few years.

# 76

A 15% reduction in consumption corresponds to a saving of 450,000kWh, or 76 tonnes, of CO<sub>2</sub> – equivalent to the total carbon emissions of about 56 cars<sup>2</sup> or 18 people<sup>3</sup> each year.

<sup>2</sup> This is based on the calculation that a car that travels 37km per day emits an average of 1.35 tonnes of CO<sub>2</sub> in a year (according to the Swiss Federal Environment Office).

<sup>3</sup> This is based on the calculation that each person in Switzerland, through all their combined activities, emits around 4.3 tonnes of CO<sub>2</sub> per year.



© UEFA

**“ I enjoyed trying out an electric bike and am seriously considering buying one for my daily commute. I also really appreciate the fact that these bikes are freely available for staff to use during lunch breaks.”**

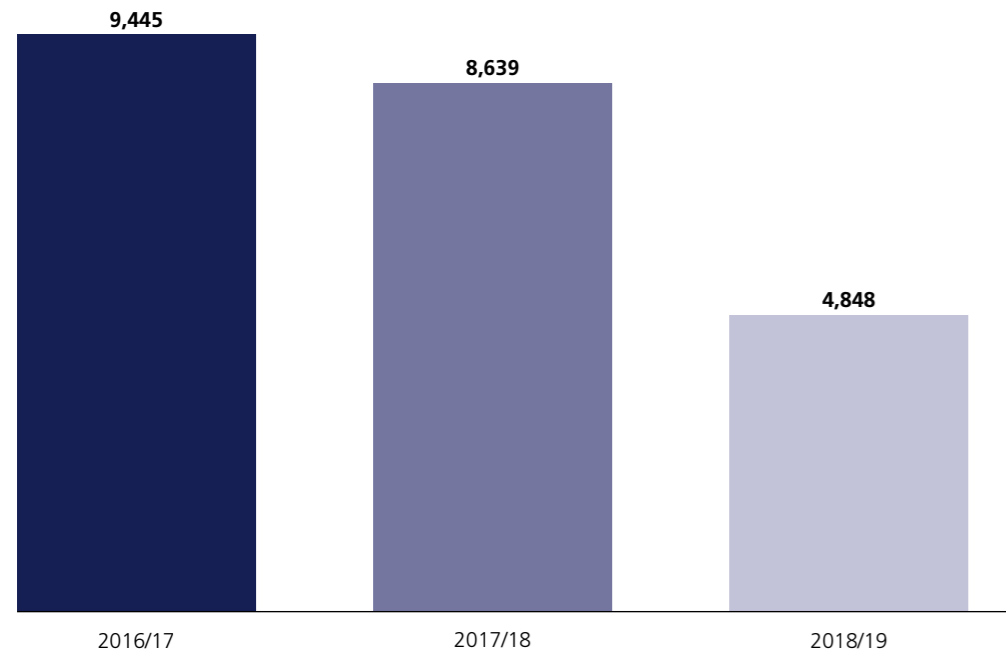
UEFA employee

**Main achievements**

- Despite having over 750 permanent and temporary employees on the UEFA campus by the end of the 2018/19 season, the number of plastic bottles being used continued to decrease, in part thanks to the installation of water fountains in each building and the distribution of reusable bottles. There has been a 15% reduction in the number of PET bottles used since the 2017/18 season, representing 1,189kg of plastic.
- The distribution of reusable (erasable) digital notepads to all employees and the option

- of easily ordering them for events involving external participants enabled a 44% reduction in paper use.
- Stage lighting and other technology that no longer met current audiovisual standards was replaced with next-generation alternatives, including high-resolution LEDs.
- In May 2019, UEFA conducted a survey among employees to better understand mobility practices and invite feedback on campus accessibility needs and concerns. With a 62% response rate, the results can be considered representative.

**Reduction in standard paper notepads over three seasons**



**Planned activities**

2019
JUL
AUG
SEPT
OCT
NOV
DEC
2020
JAN
FEB
MAR
APR
MAY
JUN

Creation of an employee working group representing a range of organisational positions, divisions, genders, commuting distances and commuting habits, to deepen UEFA's understanding of employee mobility, analyse the data collected and make recommendations.

Environmental audit of the UEFA campus in Nyon, to define concrete, sustainable measures, starting in the following priority areas:

- water and electricity consumption;
- waste treatment and recycling chain;
- soft mobility.

# Concluding remarks

“ It gives us great pleasure to see the first concrete results of the measures implemented over the past few years, including a clear reduction in plastic and paper use. It’s also fantastic to see that most employees are taking up the challenge themselves, being more conscientious about their personal environmental impact and making changes in their daily routine as a result.”

Facility management unit  
 facilitymanagement@uefa.ch

Good Practice

# Reduction in PET bottle use on UEFA campus

## Objective

To decrease the consumption of single-use plastic bottles on UEFA campus.

## The Wow! factor

The installation of water fountains had a massive impact on employees, most of whom now bring their own cups and bottles to the cafeterias. The distribution of reusable glass bottles and the addition of thermal bottles as birthday gifts enhanced the motivation of the staff and the success of the initiative.

## Partners

UEFA staff



© UEFA

# 15%

There has been a 15% reduction in single-use plastic bottles used on UEFA campus since the 2017/18 season, representing 1,189kg less plastic.

“It is nice to see that UEFA is implementing measures to be more eco-friendly. The newly installed fountains are a real plus! Hopefully, there soon won't be any PET bottles left on campus.”

UEFA employee

# Human resources

## Mission

The human resources unit provides UEFA with talented and dedicated employees embodying the values of the organisation, ensures efficient and supportive working conditions, provides support for staff and contributes to the achievement of UEFA's strategic objectives.

[uefa.com/insideuefa/careers](https://uefa.com/insideuefa/careers)

## Objectives

Recruit talented individuals to achieve UEFA's strategic objectives.

Develop staff members' competencies, offer them training, coaching and support, and resolve any conflicts that arise.

Design and update policies on staff matters and HR information systems.

Incentivise staff by offering competitive salaries and benefits in line with UEFA's culture and organising staff events to celebrate and reward efforts.

Ensure that UEFA is a diverse and inclusive organisation and drive strategic D&I initiatives.

### Highlight

In December 2018, UEFA launched its second diversity and inclusion survey to once more collect information from staff about the perceived culture and environment at UEFA and to evaluate whether anything had changed since the first survey in 2016.

# 56.77%

The response rate for this second survey was 56.77%, compared with 51.51% in 2016, providing more information on the perceptions of UEFA staff.

The 2018 results showed positive developments, and with additional demographics recorded, UEFA now also has a better understanding of the composition of the staff. With a view to constant progress, UEFA committed to further efforts to increase



diversity and inclusion. These include an equal pay audit and the development of new parental leave policies.

As after the first survey, the results and planned actions were presented to the staff, and meetings were held with each director to discuss their divisional results and possible additional follow-up actions.

**“This survey is a key basis for the work we do at UEFA and provides us with an outline of where we can and need to improve. It's an invaluable source of information from the employees and ensures all can contribute to the collective work of ensuring an open and respectful environment at UEFA.”**

Human resources unit

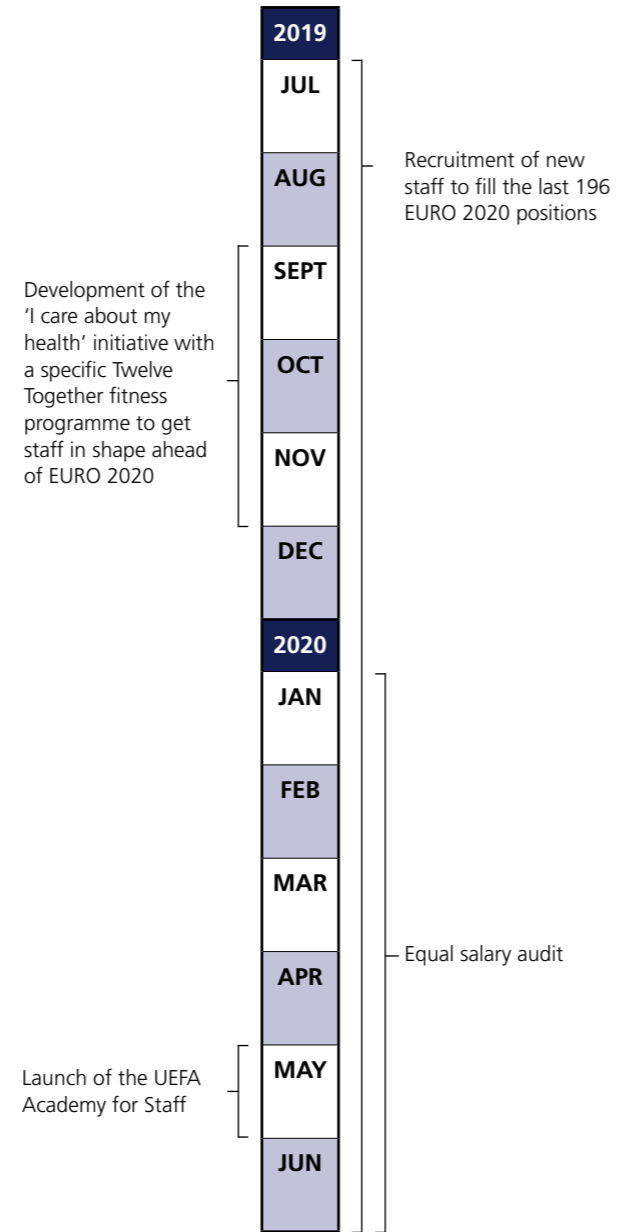
**Main achievements**

- Another 170 new staff were recruited on fixed-term positions for EURO 2020, covering a broad spectrum of areas, from ticketing and hospitality sales to transport, TV production, and accreditation, to name a few.
- The 170 new employees were welcomed, integrated and encouraged to make the most of new flexible approaches to work and communication, including UEFA's work from home policy and creative spaces in the office.
- An international secondment programme was designed and launched for EURO 2020, giving staff in different divisions the opportunity to gain event experience and insights into another role, strengthening UEFA's 'double-shirt' culture.<sup>4</sup>
- A new performance management and bonus system was implemented, enabling a more objective assessment and better differentiation of performance, while encouraging team efforts and underlining UEFA's overall performance by means of a Football First bonus.<sup>5</sup>

<sup>4</sup> UEFA's 'double-shirt culture' relates to the organisation's encouragement of office-based staff taking on additional on-site event roles to develop new skills and benefit from new experiences, while also helping the organisation in the delivery of its events. This has been a key concept at UEFA for many years.

<sup>5</sup> The Football First bonus is a new annual bonus determined on the basis of financial and other performance criteria defined by the general secretary and the president. It is a collective incentive that exists alongside bonuses for individual and divisional performance.

**Planned activities**



**Key statistics**

The tables below show UEFA's key employment statistics for the 2018/19 season, together with the two previous seasons for comparison.

CONTRACT TYPE BY GENDER				
	Season	Men	Women	Total
Fixed-term contracts	<b>2018/19</b>	<b>120</b>	<b>112</b>	<b>232</b>
	2017/18	39	31	70
	2016/17	27	17	44
Permanent contracts	<b>2018/19</b>	<b>339</b>	<b>185</b>	<b>524</b>
	2017/18	327	184	511
	2016/17	305	165	470
Total (% of total)	<b>2018/19</b>	<b>459 (61%)</b>	<b>297 (39%)</b>	<b>756<sup>6</sup> (100%)</b>
	2017/18	366 (63%)	215 (37%)	581 (100%)
	2016/17	332 (65%)	182 (35%)	514 (100%)

EMPLOYMENT TYPE BY GENDER (PERMANENT CONTRACTS ONLY)				
	Season	Men	Women	Total
Full-time	<b>2018/19</b>	<b>321</b>	<b>136</b>	<b>457</b>
	2017/18	312	140	452
	2016/17	296	124	420
Part-time	<b>2018/19</b>	<b>18</b>	<b>49</b>	<b>67</b>
	2017/18	15	44	59
	2016/17	9	41	50
Total (% of total)	<b>2018/19</b>	<b>339 (65%)</b>	<b>185 (35%)</b>	<b>524 (100%)</b>
	2017/18	327 (64%)	184 (36%)	511 (100%)
	2016/17	305 (65%)	165 (35%)	470 (100%)

<sup>6</sup> The number of employees on fixed-term contracts was higher in 2018/19 because extra staff are needed for UEFA EURO 2020.

EMPLOYEES RECRUITED IN 2018/19, BY AGE GROUP AND GENDER					
	Season	Under 30	30–50	Over 50	Total
Women	<b>2018/19</b>	<b>45</b>	<b>54</b>	<b>0</b>	<b>99</b>
	2017/18	20	27	2	49
	2016/17	12	14	3	29
Men	<b>2018/19</b>	<b>47</b>	<b>77</b>	<b>6</b>	<b>130</b>
	2017/18	19	39	5	63
	2016/17	9	44	4	57
Total	<b>2018/19</b>	<b>92</b>	<b>131</b>	<b>6</b>	<b>229</b>
	2017/18	39	66	7	112
	2016/17	21	58	7	86
Percentage	<b>2018/19</b>	<b>40%</b>	<b>57%</b>	<b>3%</b>	<b>100%</b>
	2017/18	35%	59%	6%	100%
	2016/17	24%	67%	8%	100%

TOTAL NUMBER OF EMPLOYEES BY AGE GROUP					
	Season	Under 30	30–50	Over 50	Total
Total	<b>2018/19</b>	<b>144</b>	<b>526</b>	<b>86</b>	<b>756</b>
	2017/18	75	430	76	581
	2016/17	84	364	66	514
Percentage	<b>2018/19</b>	<b>19%</b>	<b>70%</b>	<b>11%</b>	<b>100%</b>
	2017/18	13%	74%	13%	100%
	2016/17	16%	71%	13%	100%

The table below outlines UEFA's investment in the continual development of its employees' knowledge and skills<sup>7</sup>

Category	2017/18	2018/19	% difference	Course	Description
<b>Corporate</b> Professional courses for staff	562	168	-70% <sup>8</sup>	Project management	Tools and methods for managing projects, setting priorities and achieving goals
				Retirement preparation	Preparing employees for the transition into retirement
				Cultural intelligence	Understanding how different cultural values affect the way we work; learning how to modify communication methods and work techniques to be more effective across cultures
				Diversity and inclusion	Ensuring that staff diversity enables UEFA to reach its full potential
				Football First	Conferences and presentations to explain various sectors of UEFA to staff and how they fit into the broader football environment
I care about my health	Various health initiatives to raise awareness of the importance of well-being and the benefits of having a sound mind and a healthy body				

<sup>7</sup> The emphasis in 2018/19 was on training and development relating to the challenges of next season, particularly the upcoming EURO 2020, as well as helping staff appointed to new roles related to the new career ladder put in place.

<sup>8</sup> This significant decrease is due to priority being given to Diversity and inclusion training for all staff in 2017/18.

< CONTENTS

<b>Management</b> Training managers to use specific tools and practise certain skills to enhance their management abilities	59	75	+27%	Essentials of management	Helping to get more out of staff and resources while operating in a complex environment
				Energetic management	Better leverage of staff and resources, while operating in a matrix system with various interdependencies
				Assessment (heads of departments, senior managers and managers)	Identifying and building on strengths and areas for improvement
				Coaching skills	Building valuable leadership skills in order to facilitate the development of people
				Active listening	Developing the ability to explore, understand and confirm the messages and intentions of others
				How to give feedback	Mastering the art of delivering the right message in the right way, even in the most difficult cases
				Team management	Developing strategies, techniques and tools to manage a team more effectively, through the medium of an online video game
				360° Feedback	Using 360° feedback to give managers and leaders a better understanding of their own strengths and weaknesses
				People management	Building effective relationships in a complex and diverse working environment
				Change management	Understanding the impact of change on the team and providing the skills and tools necessary to make change successful
Impact plus <sup>9</sup>	Advanced techniques to improve public speaking and convince audiences				

<b>Soft Skills</b> Using tangible and technical skills to interact effectively and harmoniously with others	74	102	+38%	Influencing skills	Understanding how to effectively influence others using a personal communication style
				Time management	Tools, personal advice and good practices to better manage time and priorities
				Negotiate with success	Improve business relationships through negotiation, by using specific attitudes and skills
				Conflict management	Offering approaches and techniques to solve conflicts between individuals
				Decision-making	Highly interactive and designed to stimulate personal self-discovery
				Risk management	Teaching how to monitor and control project risks by creating an anticipative alert system, analysing data and extracting decision triggers
				Stress and behaviour management	Looking at aggressive behaviour in the workplace and over the phone to learn about individual and group reactions to stress in a range of role-play exercises
				Situational leadership	Learning how to influence the behaviour of others and directing efforts to achieve satisfying long-term results

<sup>9</sup> 'Impact plus' is a follow-up course for people who have already attended 'Speak with impact' (covered in the 2017/18 FSR report).

<b>Language and IT</b> Language and IT courses based on employees' needs	113	148	+31%	Languages	English, French, German, Italian, Spanish and Russian
				Financial accounting	
				Internships, apprenticeships	
				Google Earth	
				PowerPoint Graphics	
<b>My personal development</b> Specific training based on individual personal development needs.	129	50	-61% <sup>10</sup>	Insights	
				Predictive index	
				Skills assessment	
				Coaching	One-to-one sessions aimed at helping employees develop their skills, with particular emphasis on soft skills

<sup>10</sup> The significant decrease in percentage is because during this season prior to EURO 2020, the most complex EURO ever, the aim was for people working for this tournament to focus on its preparation.

## Concluding remarks

“ As European football’s governing body, UEFA listens carefully to its member associations, and as an employer of choice, we listen carefully to our employees, especially when it comes to their working environment and conditions. The second D&I survey confirmed that we have made positive developments, encouraging further action. With EURO 2020 closing in, recruitment continues at UEFA HQ and in the 12 host cities across Europe. UEFA and the HR unit look forward to seeing a diverse mix of new and experienced staff being part of this exciting event.”

Human resources unit



# Anti-match-fixing

## Mission

The primary focus of the UEFA anti-match-fixing unit is to ensure UEFA's total commitment to safeguarding sporting integrity in European football by protecting the game from match manipulation.<sup>11</sup>

[uefa.com/insideuefa/protecting-the-game](https://uefa.com/insideuefa/protecting-the-game)

## Objectives

Educate players, match officials, coaches and administrators about the risks and dangers associated with match-fixing and how to confidentially report any approaches.

Monitor worldwide betting markets to identify and investigate irregular betting activity.<sup>12</sup>

Conduct investigations into suspicious matches and individuals suspected of match-fixing both for sports disciplinary purposes and to assist police with criminal inquiries.

Seek sanctions such as the exclusion of clubs from UEFA competitions or bans on individuals from any football-related activity.

Promote cooperation and information exchange with state public authorities, Europol and other relevant stakeholders.

Maintain a network of integrity officers in the 55 UEFA member associations and provide expert support at domestic level.

### Highlight

The anti-match-fixing unit's ultimate goal being to reduce the number of fixed football matches in Europe, UEFA was pleased to see a minor reduction in the number of reportedly suspicious matches in 2018/19.

The reduction could be attributed to the organisation's renewed and invigorated anti-match-fixing approach, which includes an increased focus on prevention campaigns, investigations in cooperation with public authorities and sanctions by either sports disciplinary bodies or public authorities.

In addition, UEFA saw an unprecedented increase in the confidential reporting of match-fixing incidents<sup>13</sup> using the UEFA Integrity Platform reporting mechanism from 2018 to 2019. The overwhelming surge signified the success of UEFA's focused and sustained efforts to encourage confidential reporting, which has led to an increase in public trust in UEFA as an organisation dedicated to tackling match-fixing and other misconduct in football.

### Main achievements

- In April 2019, UEFA's network of integrity officers came together for a two-day workshop in Vienna to discuss various current and future issues facing European football in the fight to protect and safeguard the game's integrity. Attended by over 60 participants, primarily integrity officers and other high-level representatives of UEFA member associations, including several general secretaries, the workshop highlighted the importance that UEFA and its member associations place on protecting the game and fighting match-



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**“Corruption ‘on the pitch’ continues to challenge European football, most often in the lower leagues and in smaller countries. Despite the reduction in ‘detected matches’, UEFA does not assume that match-fixing in football is on the decline; rather that the suspicious activity may have shifted to unmonitored lower leagues, that betting is no longer offered on ‘high-risk’ leagues, or that the suspicious activity remains difficult to detect with the current technology.”**

**Anti-match-fixing unit**

<sup>11</sup> This commitment is a cornerstone of the UEFA Strategy – *Together for the Future of Football (2019–24)*.

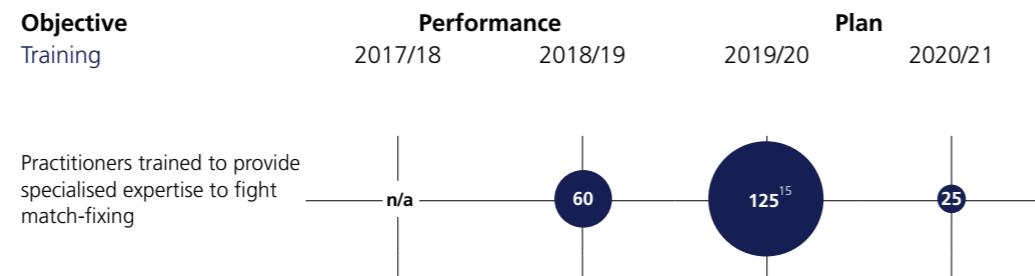
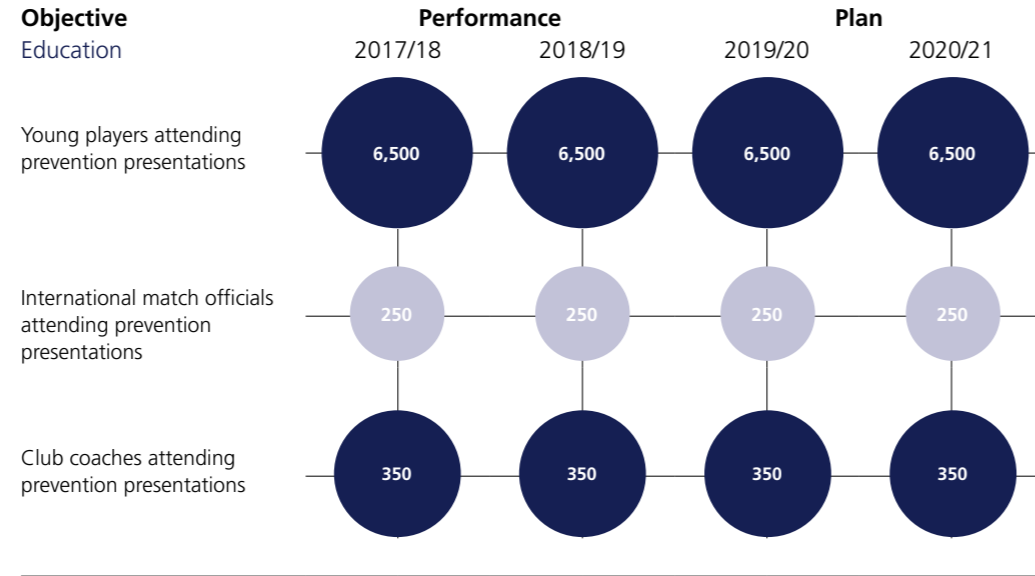
<sup>12</sup> Activity is monitored across UEFA competitions and the top two leagues and cup competitions in the countries of UEFA's 55 member associations. This amounts to approximately 32,000 matches in total.

<sup>13</sup> Due to the confidential nature of certain areas of the unit's work, the exact figures cannot be shared. However, the increase is broadly acknowledged as evidence that the confidential reporting structures are proving effective in combatting match-fixing and that positive steps have been taken toward protecting the safety and anonymity of whistleblowers.

fixing. Delegates exchanged views and ideas on how to tackle the fight against match-fixing going forward. UEFA has trained over 6,000 players, 350 officials and 250 referees through its annual integrity officer workshops.

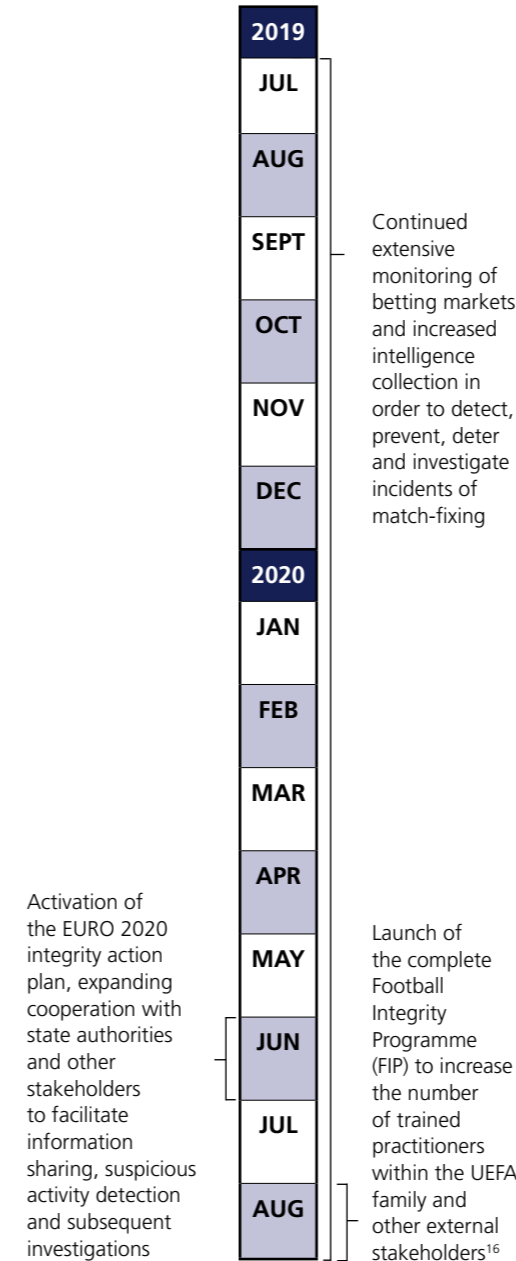
- In May 2019, UEFA was invited to address Europol's sixth annual analysis group and expert meeting on sports corruption. UEFA, as a private sector partner, highlighted the serious threat currently posed by match-fixing and criminal organisations throughout the different levels of European football.
- In 2019, UEFA hosted several operational coordination meetings between football authorities, police and prosecutors on match-fixing cases, to exchange views, discuss the further facilitation of information sharing and agree on increased bilateral and trilateral coordination, including across national borders where possible. Such meetings continue to highlight UEFA's potential to bring together important stakeholders, including public authorities, and to facilitate positive working relationships in joint operational matters spanning both criminal and sports disciplinary domains.
- Throughout the 2018/19 season, UEFA maintained its active operational cooperation with upwards of 12 national police forces and public prosecutors' offices in an effort to tackle match-fixing, with a focus on criminal prosecution under national legislation.
- Just after the close of the 2018/19 season, the Court of Arbitration for Sport (CAS) issued its decision on an appeal lodged by Albanian club KS Skënderbeu in April 2019. The appeal was against the UEFA disciplinary bodies' decision to sanction the club for match-fixing activities.<sup>14</sup>

### Key performance indicators



<sup>14</sup> CAS decided to dismiss the appeal and uphold the UEFA disciplinary bodies' decision to ban the club for ten years and fine it €1 million, the largest sanction to date in a match-fixing case in football.  
<sup>15</sup> The planned numbers are particularly high for 2019/20 because EURO 2020 provides an opportunity to address more stakeholders and to prevent match-fixing at the tournament and beyond.  
<sup>16</sup> A shorter winter FIP programme will take place in January 2020.

### Planned activities



## Concluding remarks

Overall, a lot remains to be done throughout Europe to combat match-fixing, and UEFA relies on solid partnerships and cooperation in this domain, as evidenced by our memorandums of understanding with Europol, other public authorities and key stakeholders in the betting industry. It is only through robust information and intelligence sharing, by police and integrity units such as UEFA and its network of integrity officers, that match-fixing can be tackled, working hand-in-hand with the competent state authorities to put a dent in the threat to football from organised crime."

Anti-match-fixing unit  
 integrity@uefa.ch

Good Practice

# Multipronged approach to combatting match-fixing

## Objective

To ensure that UEFA continues to lead by example in the vanguard of the sports integrity movement.

## The Wow! factor

The implementation of a multipronged approach to combat match-fixing across Europe has positioned UEFA as a leader in the international movement to protect the integrity of sport. UEFA's anti-match-fixing unit has identified and chosen five main pillars, to underpin this multipronged approach: [Legal framework](#); [Education](#) and prevention; Monitoring and investigations; Sanctions; and Stakeholder engagement.

The anti-match-fixing unit has found that, by approaching match manipulation from a variety of angles and areas of expertise, it is better able to coordinate prevention and deterrence activities. In addition, each of the pillars aids in the overall identification and investigation of potential match manipulation, guiding the unit to properly target and sanction instances of match-fixing. Using a multipronged approach encourages a broader understanding of each of the pillars, strengthening the overall capabilities of all stakeholders.

UEFA thus remains uniquely placed in the vanguard of the international sports integrity movement, leading efforts to protect the integrity of the game.

## Partners

- National police forces
- Public prosecutors
- International law enforcement agencies
- Europol

# 12

UEFA actively cooperates with 12 national police forces and public prosecutors' offices in pursuit of criminal enforcement in anti-match-fixing investigations.

## Good practice link

[Integrity at UEFA](#)



© The Football Union of Russia



# Medical

## Mission

The UEFA medical unit supports national associations and clubs with football medicine and sport science to protect and enhance players' physical and psychological well-being.

## Objectives

Protect all players taking part in UEFA competitions by mandating pre-competition medical examinations and regulating medical services at matches.

Support the development of football medicine across Europe by running education and training programmes for medical professionals in all UEFA member associations.

Organise long-running injury studies in men's and women's football, including the [UEFA Elite Club Injury Study](#), to understand how and why injuries occur and promote injury-prevention strategies as common practice.

Organise and support research into key football-related medical issues.

Provide football medical professionals with support and guidance.



© Getty Images

### Highlight

[Concussion protocols](#) were the subject of discussion and debate following severe head injuries in both UEFA and domestic competition matches in March and April 2019.

On the recommendation of the UEFA Medical Committee, the UEFA Executive Committee recognised, in May 2019, that the regulations on concussion needed to be updated to protect both players and doctors, and to ensure that an appropriate diagnosis can be made in the event of injury without putting the team at an unnecessary disadvantage.

For the rest of the season, UEFA ensured:

- concussion posters were displayed in all team dressing rooms, clearly illustrating and explaining the procedure to follow if a player suffers a head injury on the pitch;
- every UEFA delegate was briefed and asked to report any head injuries that occurred in UEFA matches.



© AFP/Getty Images

In addition, UEFA asked FIFA and the International Football Association Board (IFAB) to review their concussion procedures and consider adapting the Laws of the Game (e.g. in terms of substitutions).

**“The Football Doctor Education Programme is a key project managed by the UEFA medical unit. The programme covers all the main areas of football medicine and helps to increase medical standards in football across Europe. It is now the duty of each participating doctor to cascade the workshop at a national level in order to spread the knowledge among their peers.”**

Tim Meyer, chairman of the UEFA Medical Committee

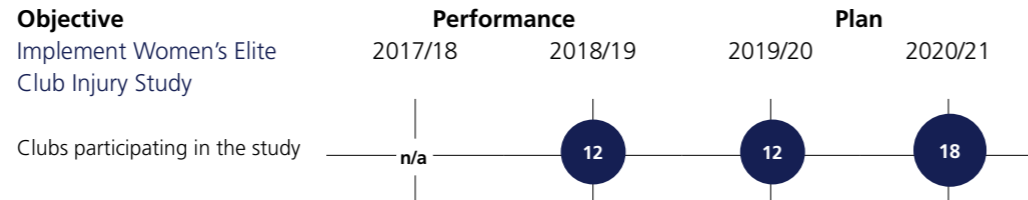
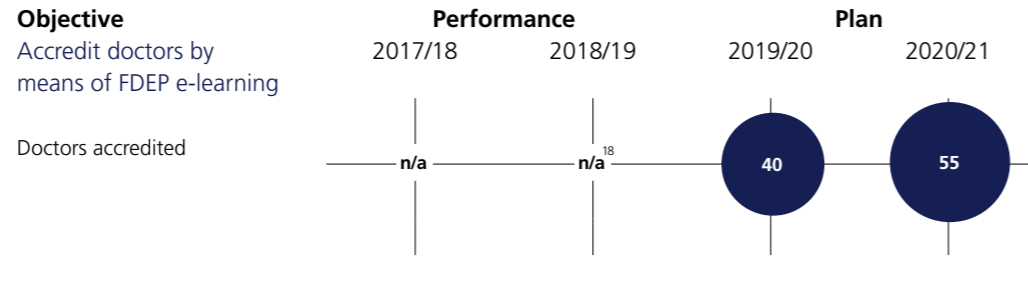
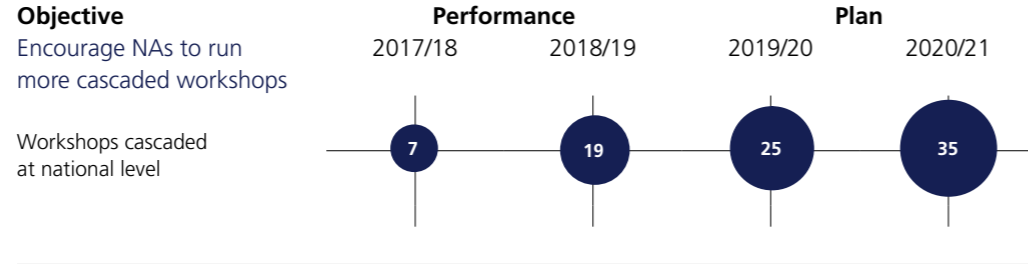
**Main achievements**

- The third UEFA Football Doctor Education Programme (FDEP) workshop on trauma/on-field medical emergencies was held in Rome in December 2018.
- A record 19 national associations cascaded the UEFA Football Doctor Education Programme in their countries (compared with five to ten in previous seasons).<sup>17</sup>
- As part of specific EURO 2020 preparations, UEFA organised a workshop to brief the 12 EURO 2020 chief medical officers on UEFA's medical requirements for the tournament, based on which each produced a dedicated 'medical care concept' for their country.
- UEFA organised its first elite club injury study in women's football, in which 12 women's teams participated. They provided injury data for the whole 2018/19 season to help identify injury patterns, facilitate injury prevention and increase general knowledge of injuries in women's football. In May 2019, a post-season meeting was held to share the findings from the study.



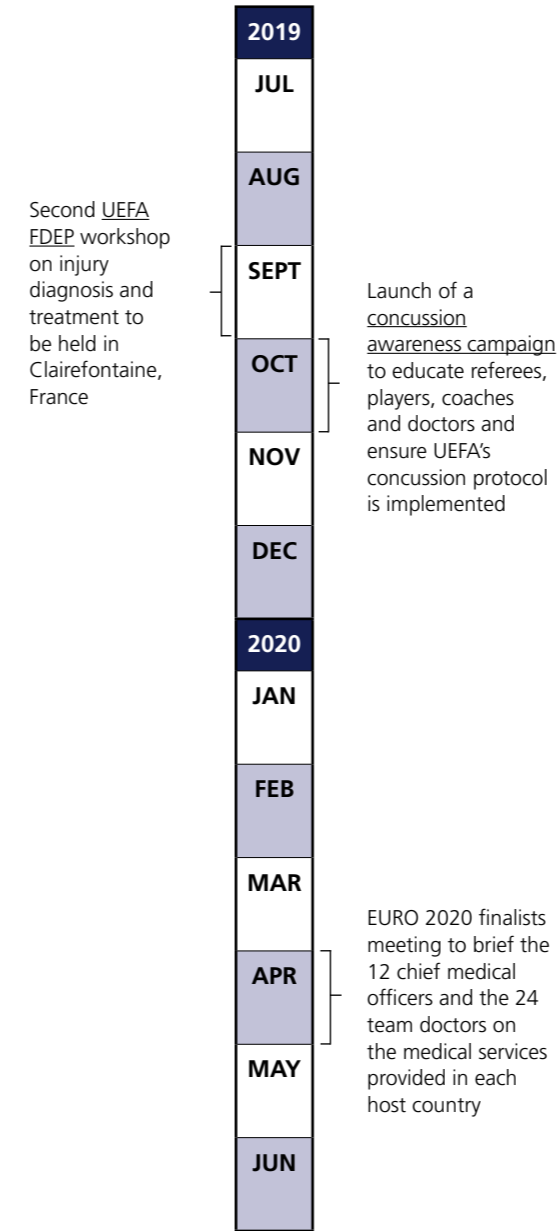
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**Key performance indicators**



<sup>17</sup> Cascading is a process by which doctors who have successfully completed the programme and have been accredited by UEFA deliver the workshops to other doctors within their respective associations/countries.  
<sup>18</sup> The FDEP e-learning module is still being finalised. Therefore, the first doctors are expected to complete the module and receive their accreditation in the 2019/20 season.

**Planned activities**



**Concluding remarks**

“ Football medicine now has a central role both in protecting players and in optimising performance. UEFA is leading the way in showcasing the importance of football medicine and in supporting its development across Europe.”

Medical unit  
 medical@uefa.ch

# Anti-doping

## Mission

The UEFA anti-doping unit delivers comprehensive testing programmes in collaboration with national anti-doping organisations (NADOs) and supports anti-doping education programmes to increase footballers' knowledge about the dangers and consequences of doping.

## Objectives

Train and manage a panel of doping control officers (DCOs) to deliver a high-quality testing programme.

Collaborate with NADOs to ensure comprehensive anti-doping programmes are in operation throughout European football.

Monitor anti-doping efforts at national level and across Europe.

Develop athlete biological passports for all players competing in all UEFA competitions.

Produce anti-doping regulations for all UEFA competitions in compliance with the WADA Anti-Doping Code.

Educate players, team doctors and support personnel on anti-doping matters.



© UEFA via Getty Images

### Highlight

This season saw the smooth and successful implementation of paperless doping control forms, which were developed and presented at the 2017/18 DCO seminar.<sup>19</sup> The use of electronic forms and tablets in testing has significantly reduced paper use and postage costs. This new system also results in fewer data entry errors and ensures a more efficient process for the DCOs and teams.

# 95%

Over 95% of all anti-doping tests during the 2018/19 season were completed using the digital doping control forms.

**“ Paperless doping controls are very helpful. The new system is more efficient and professional. It is greatly appreciated by the DCOs and players. ”**

UEFA Doping Control Officer

<sup>19</sup> The development of paperless doping control forms is covered in the [2017/18 FSR report](#).

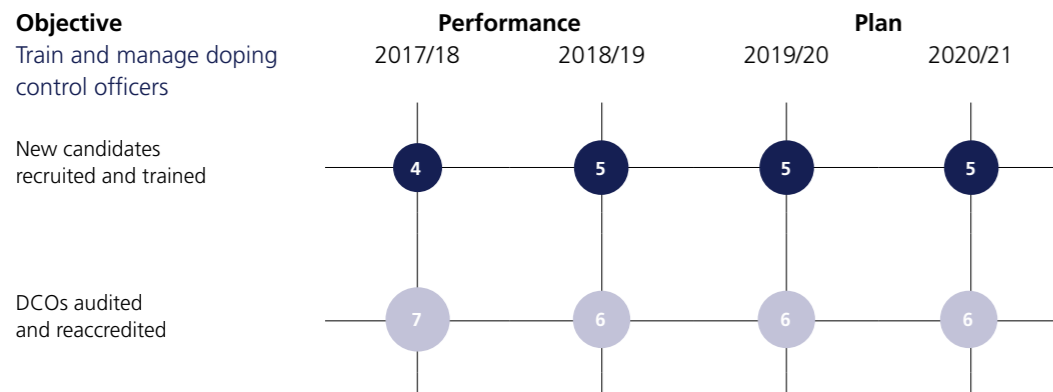
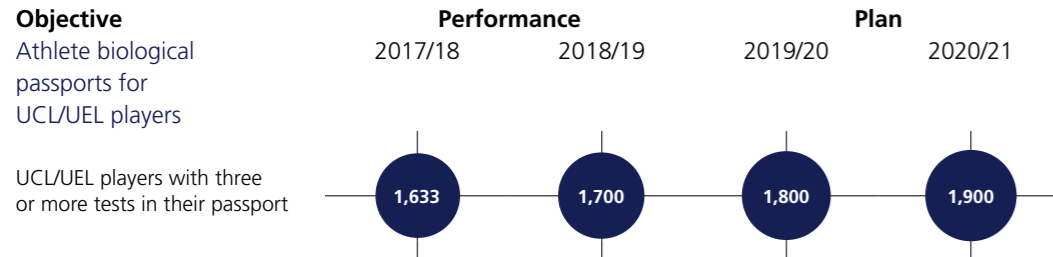
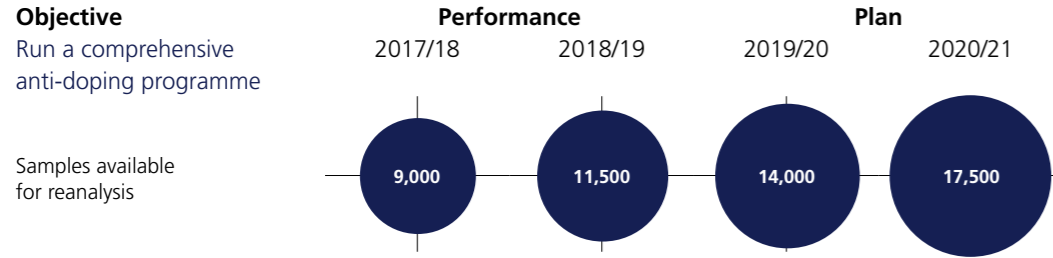


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### Main achievements

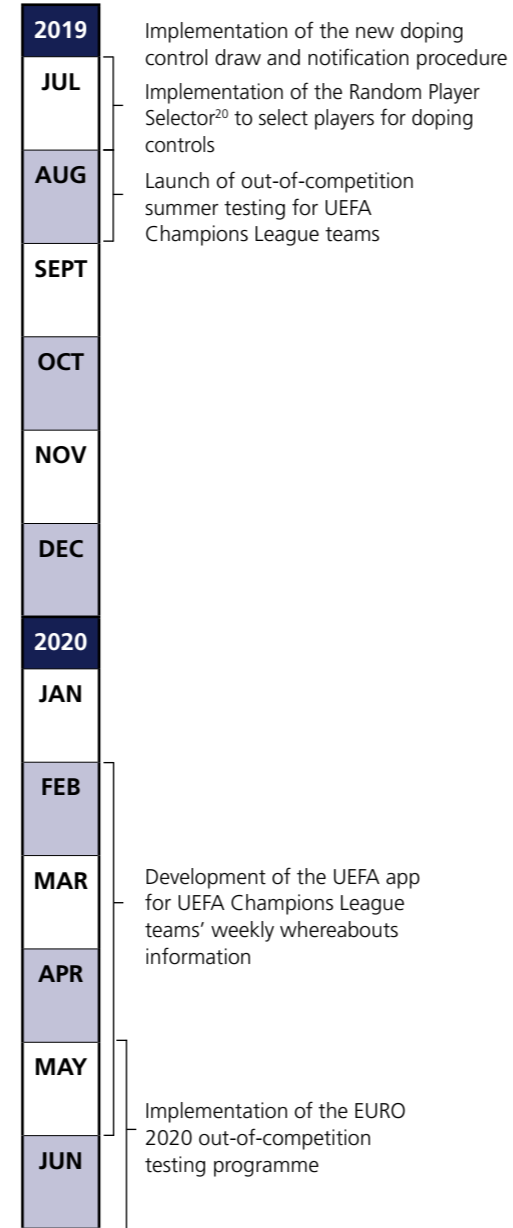
- The paperless anti-doping control forms were presented to doping control officers at their 2018/19 seminar, then successfully rolled out in July 2019.
- Anti-doping content was included in the new [UEFA For Players app](#) to further raise awareness of the risks of doping and help protect players' health.
- Anti-doping education funding received approval under the UEFA HatTrick V programme.
- All 56 UEFA DCOs attended the annual DCO seminar at UEFA headquarters in Nyon in June 2019, where they were updated on various aspects of their role and introduced to an [innovative digital solution to randomly select players for doping controls](#) to be used as of 2019/20.

**Key performance indicators**



<sup>20</sup> The anti-doping unit's system takes into account the submitted player lists on the UEFA TIME platform and randomly selects players to be tested. This replaces the previously used draw chips.

**Planned activities**



**Concluding remarks**

“ The HatTrick anti-doping education funding will help UEFA member associations educate players and player support personnel about clean sport, in collaboration with their national anti-doping organisation. The aim is to raise awareness, inform, reinforce values and improve decision-making skills to prevent intentional and unintentional doping.”

Anti-doping unit  
antidoping@uefa.ch

# Stadium and security strategy and development

## Mission

To promote, enhance and safeguard UEFA's corporate stadium and security policies, strategies and expertise, and to develop the national associations' capability to implement integrated stadium and security strategies.

[uefa.com/insideuefa/protecting-the-game/security](https://uefa.com/insideuefa/protecting-the-game/security)

## Objectives<sup>21</sup>

Offer stadium and security strategy summits to individual national associations.

Hold pan-European expert seminars on contemporary topics to be attended by all 55 national associations and their respective public authorities.

Offer masterclasses on contemporary topics to individual national associations.

Run joint training programmes for club and stadium safety and security officers and police commanders with individual national associations, in cooperation with the EU and the Council of Europe.

Host an annual pan-European stadium and security conference to review incidents and lessons learned, and to kick-start security planning for the next season of UEFA's main competitions.

Offer strategy, policy and practical support to individual national associations seeking to implement the Council of Europe 2016 convention on integrated safety, security and service.

Develop, maintain and disseminate a suite of knowledge products, training programmes and support services to all 55 national associations and other confederations.

## Highlight

In January 2019, UEFA hosted a one-day expert seminar on football-related violence and disorder. All 55 UEFA member associations were involved, with over 200 representatives of national associations and public authorities present at the event.

The seminar, which drew on literature, policy and practice in a new and integral way, was unique in addressing both prevention and response.<sup>22</sup>

Two key conclusions were drawn:

1. The effective exclusion of troublemakers is the single most important factor in tackling football-related violence and disorder, as it acts as a strong deterrent and has been proven to change the behaviour of those who are excluded.
2. Only a small minority of countries have a specific national system of government-led stadium safety certification/licensing and inspection, which is one of the most effective ways to prevent and respond to football-related violence and disorder in stadiums.

Overall, it was agreed that there had been no comprehensive or uniform data collection, recording, analysis and information-sharing across the 55 countries represented, and that a consistent approach was needed, from both the public authorities and the national associations. Data provided by the National Football Information Points and UEFA showed that European football had a significant problem.

<sup>21</sup> The objective to hold five pan-European stadium and security strategy summits to be attended by all 55 national associations was achieved in 2017/18 and has therefore been removed for 2018/19.

<sup>22</sup> According to the stadium and security strategy and development programme, most of the social science on football-related violence and disorder examines who the troublemakers are and why they behave as they do; it often fails to examine how to prevent football-related violence and disorder in the first place, or provide information on how to respond to problems when they occur.

<sup>23</sup> Bosnia and Herzegovina, Croatia, Cyprus, England, Hungary, Moldova and Russia brought the total number of national associations that have participated to 11.



© Joost Weddepohl Photography

## Main achievements

- Seven national associations attended a UEFA pyrotechnics masterclass in 2018/19<sup>23</sup> according to which pyrotechnics cannot be safely used in spectator areas at football events.
- UEFA's integrated, multi-agency approach to safety, security and service was reinforced through joint training programmes delivered to club and stadium safety and security officers and police commanders in Cyprus, Hungary and Moldova. Giving people the opportunity to work together through discussions and exercises is an important way to improve their collaboration in match operations.
- The Cyprus event included a one-day strategy summit for over 50 senior football



stakeholders in Cyprus, including club presidents and general managers, the Cyprus FA and Cyprus Sports Organisation representatives, the police and government ministers.

- UEFA delivered five ‘train the trainer’ stewarding programmes, taking the total number of national associations involved to 27 (50% of UEFA’s membership). To support the delivery of the FIFA World Cup in Russia, ‘train the trainer’ programmes were delivered over three successive years, with more than 600 courses held to train the stewards needed at the 12 stadiums. Russia now has a stewarding system that can be deployed across their top two divisions.

853

Over 853 trainers across 27 UEFA member associations have collectively trained almost 77,000 stewards.

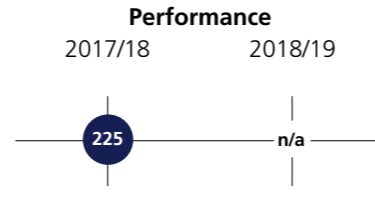
- UEFA experts contributed as keynote speakers to events on counter-terrorism in Israel, stadium security in Poland and pyrotechnics in Austria.
- Under UEFA’s memorandum of understanding with the Asian Football Confederation, UEFA experts spoke at a seminar in Saudi Arabia and supported the Hong Kong FA with a stadium safe capacity assessment and management workshop.

**Key performance indicators<sup>24</sup>**

**Objective**

Offer stadium and security strategy summits to individual NAs

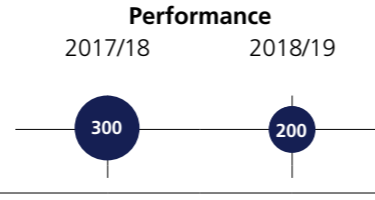
Participants (representing NAs, police and government)



**Objective**

Hold pan-European expert seminars on contemporary topics

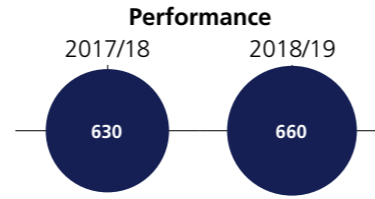
Participants (representing NAs, police and government)



**Objective**

Offer masterclasses on contemporary topics

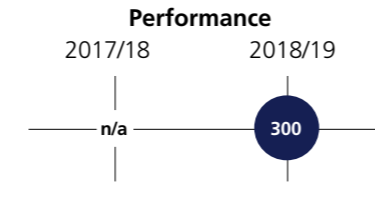
Participants (representing NAs, security officers, SLOs, police, fire brigades, medical services, the judiciary and government ministries)



**Objective**

Offer joint training programmes for club and stadium safety and security officers and police commanders with individual national associations

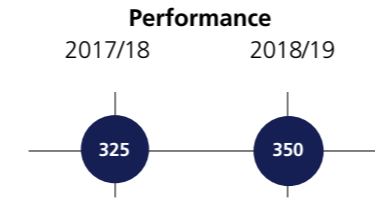
Participants (representing NAs, security officers, SLOs, police, fire brigades, medical services, the judiciary and government ministries)



**Objective**

Annual pan-European stadium and security conference

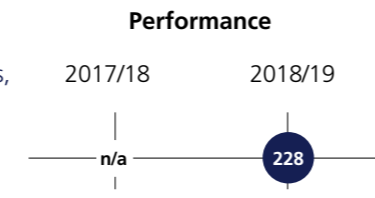
Participants (representing NAs, security officers, police commanders, UEFA Security Officers and the UEFA Stadium and Security Committee)



**Objective**

Develop, maintain and disseminate a suite of knowledge products, training programmes and support services

Stewards attending ‘train the trainer’ events



1,798

During the 2018/19 season, 1,798 people participated in the stadium and security strategy and development programme, with a cumulative total of 3,278 since the start of UEFA’s current four-year business cycle (2017/18 to 2020/21).



<sup>24</sup> Due to the nature of this unit’s work, events are planned with authorities and national associations on a continuous basis throughout the season and reported annually. Therefore, no targets for upcoming seasons have been added.



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Planned activities

UEFA annual stadium and security conference to be held in Greece

Training in Poland for safety/security officers and police

Pyrotechnics masterclass in North Macedonia

2019	
JUL	Joint UEFA-EU development and delivery of four-day police training programme in five countries – Dates to be confirmed
AUG	
SEPT	
OCT	'Train the trainer' stewarding courses in five countries – Dates to be confirmed
NOV	Monitoring and analysis of incidents in UEFA competitions, including their coverage in traditional and social media
DEC	
2020	
JAN	Cataloguing all reported safety and security incidents and maintaining a UEFA incident index for each national association
FEB	
MAR	Masterclasses, strategy summits and joint training for individual national associations in cooperation with the Council of Europe and the EU
APR	
MAY	
JUN	

## Concluding remarks

“The four-year UEFA stadium and security strategy and development programme (2017/18–2020/21) is at its halfway point. Feedback has been excellent on all the events organised so far. The pressing issues we face in society today are reflected in European football and there will be plenty of challenges to face in the future.”

Stadium and security strategy and development programme



# National Associations



Good Practice

# Royal Netherlands Football Association



## Lekker Bezig (Healthy living)

### Challenge

Bad eating habits are often learned at a young age, and they can result in a lack of physical fitness and serious health issues if they continue.

### Goal

To stimulate healthy living and encourage healthier eating habits among young players by providing healthier alternatives at the canteens of all grassroots clubs and by sharing good practices.

### Partners

JOGG - Jongeren Op Gezond Gewicht (Young People at a Healthy Weight)

Grassroots clubs

Wholesale food providers

Sligro

### The Wow! factor

Through the Lekker Bezig grassroots programme, home teams receive a fun, coloured Team Box filled with fruit at the end of each match to share among the team and with their opponents. It offers the children healthy snacks and the opportunity to socialise with their opponents after the game.

# 20,000

More than 100 clubs representing 20,000 children have benefited from the Lekker Bezig project.

### What's next?

As the project advances and teams continue to receive their Team Boxes, 'healthy canteen' clinics will also be organised for grassroots clubs. The goal is to increase the number of grassroots clubs participating in the programme and the number of clubs that provide fruit for their young players.

### Good practice link

[Lekker Bezig website](#) (in Dutch)

### Related content

[Lekker Bezig Teambox video](#) (in Dutch)

[Lekker Bezig: Een seizoen gratis fruit voor de club](#) (in Dutch)



**Of course, the Team Box provides a healthier alternative to other snacks, but it is so much more than that. The moment we share the box with the visitors, this is seen as a sign of hospitality and there is immediately a better atmosphere."**

**ASC Nieuwland  
Under-10 team coach**



Good Practice

# Irish Football Association



## Ahead of the Game



©Irish Football Association

### Challenge

Northern Ireland has the United Kingdom's highest suicide rate (2,914 suicides between 2008 and 2017).<sup>25</sup> One in five adults are affected by poor mental health and 44% of young people report having experienced a mental health problem.<sup>26</sup>

### Goal

To use the most popular sport among young people in Northern Ireland to raise awareness of mental health issues, challenge stigma, promote good mental health and support clubs, volunteers and fans who may be dealing with mental health issues.

### Partners

- TAMHI (Tackling Awareness of Mental Health Issues)
- City Auction Group
- Inspire
- Train 2B Smart Soccer
- MindSight
- Change Your Mind
- Sports Chaplaincy UK

### The Wow! factor

Having participated in the Irish FA's Ahead of the Game course, football clubs in the city of Belfast<sup>27</sup> have come up with a variety of ways to promote mental health awareness: hosting football festivals to which they have invited mental health charities to promote mental health services; handing out club-branded cups and keyrings advertising mental health helplines; and painting murals in the community to promote good mental health and the message that it's okay to talk about mental health issues.

## 36

The Irish FA Foundation will be rolling out 36 Ahead of the Game courses, making them available to all football clubs across the country (three courses per regional Football Community Hub<sup>28</sup>).

### What's next?

Ahead of the Game courses will be offered throughout the country, giving more clubs an opportunity to attend, while also providing more people with the skills needed to deliver the programme. Mental health champions will be appointed in each Football Community Hub to continue to promote mental health awareness to clubs after they've attended the course.

<sup>25</sup> [www.nisra.gov.uk/statistics/cause-death/suicide-deaths](http://www.nisra.gov.uk/statistics/cause-death/suicide-deaths)

<sup>26</sup> [www.belfasttelegraph.co.uk/news/northern-ireland/almost-half-of-northern-ireland-young-people-have-mental-health-problems-study-reveals-36776120.html](http://www.belfasttelegraph.co.uk/news/northern-ireland/almost-half-of-northern-ireland-young-people-have-mental-health-problems-study-reveals-36776120.html)

<sup>27</sup> Belfast has Northern Ireland's highest suicide rate.

<sup>28</sup> The aim of the 12 Football Community Hubs across Northern Ireland is to provide councils and communities with a more integrated approach to developing football on a local basis. [www.irishfa.com/irish-fa-foundation/grassroots-and-youth-football/football-community-hubs](http://www.irishfa.com/irish-fa-foundation/grassroots-and-youth-football/football-community-hubs)

**// This course was so informative and interactive. Even though we were talking about a very serious topic, it was also fun and light-hearted. Mental health is a subject that I didn't know how to approach or talk about, but I feel that I could now offer my help and support to anyone who needed it."**

Joanne Stewart, Soccer Indoors FC

### Good practice link

[Ahead of the Game](#)

### Related content

[Royal couple meet schoolchildren and learn at first-hand about the work of the Irish FA Foundation](#)

[TAMHI: Promoting Positive Mental Fitness Through Sport](#)

[Former Northern Ireland star Keith Gillespie backs Irish FA Foundation programme Ahead of the Game](#)

[Ahead of the Game mental health programme launched](#)

[Mental Health Awareness Week marked by launch of new programme](#)

[June's Fan of the Month is on a mission to help men open up about their mental health](#)

[Northern Ireland Statistics and Research Agency](#)

[Almost half of Northern Ireland young people have mental health problems, study reveals](#)



Good Practice

# Georgian Football Federation



## Amputee football



© Lasha Kuprashvili

### Challenge

People with amputations or limb defects are often excluded from activities and from society in general. Limited resources and opportunities prevent them from enjoying football and taking part in activities.

### Goal

To include people with amputations or limb defects in society and help them integrate through football, and to grow the game of amputee football in Georgia, giving it more visibility and providing more opportunities to watch and play the sport.

### Partners

- European Amputee Football Federation (EAFF)
- Municipalities
- Georgian Amputee Football Federation

### The Wow! factor

As part of its efforts to create a safe and suitable environment for amputees and people with limb defects to play football, this season the Georgian Football Federation (GFF) adapted all fields and stadiums used for amputee football to meet the needs of the players.

# 14

The GFF exceeded its registered player targets, with 14 new players signing up to play amputee football during the 2018/19 season.

### What's next?

Following the success of the inaugural Amputee Champions League in 2018/19, the Georgian FA plans to build on the visibility and momentum created. The goal is to attract five young players to sign up through the GFF's university outreach activities and to have ten clubs registered in Georgia in the 2019/20 season.

### Related content

- [EAFF on Facebook](#)
- [Let us play! – Football for Amputee Players in Georgia](#)
- [Amputee Champions League starts up](#)



© UEFA

**“The development of amputee football has a special place among our organisation’s social projects. Our priority is to support everyone who wishes to play football.”**

**Georgian Football Federation**



Good Practice

# Football Federation of North Macedonia



## Protecting the environment



### Challenge

The use of non-renewable energy has a negative impact on the environment, and it is proven to be less cost-effective. By switching to renewable energy sources, organisations such as the Football Federation of North Macedonia can reduce both their carbon footprint and their operational costs. The starting point is to identify how and where they can implement meaningful structural changes.

### Goal

To ensure the sustainable use of natural resources to reduce electricity costs and protect the environment while promoting and creating awareness in the region and in wider society.

### Partners

[KMG EOL KVAZAR](#)<sup>29</sup>

### The Wow! factor

The Football Federation of North Macedonia conducted an assessment to identify how to bring its new administrative building and training centre into line with higher sustainability standards. It was decided to install solar panels to capitalise on the high number of sunny days in the country and to reduce the association's carbon footprint. The solar panels supply clean energy and hot water and are a first step towards using green energy at sports training centres and administrative buildings in the region. The Football Federation of North Macedonia is among the first national associations in Europe to implement such a project.

**It is projected that the project will break even, i.e. that the cost of installing the geothermal pump and solar panels will have been written off by the resultant cost savings, within eight years.**

### What's next?

North Macedonia experienced a scorching summer in 2019, which delayed the installation of the panels. However, in the face of such telltale signs of global warming, the Football Federation of North Macedonia hopes this step towards reducing its impact will have a positive effect on others throughout the region, encouraging them to also start replacing their energy sources and reducing their carbon footprints.

### Related content

[7 Reasons Why You Should Use Solar Power](#)



**“As a socially responsible organisation, we not only create football opportunities; we want to add value, raise awareness and motivate others to join us in the creation of a better environment for all.”**

**Filip Popovski, general secretary of the Football Federation of North Macedonia**

<sup>29</sup> Producers of photovoltaic and thermovoltaic panels



Good Practice

# Bosnia and Herzegovina Football Federation, Football Association of Montenegro and Football Association of Serbia



## Football Zajedno (Football Together)

### Challenge

Bringing together national associations from countries that were once divided as a means to fight nationalism and develop youth exchanges.

### Goal

To promote equality and non-discrimination, using football as a medium for intercultural dialogue and social inclusion, empowering disadvantaged and minority groups and enhancing the equal participation of girls and women.

### Partners

Lead organisation: Fairplay Initiative at VIDC, Austria

BAAP BiH (Balkan Alpe Adria Project)

Youth Initiative for Human Rights (Bosnia and Herzegovina, Serbia)

NVO Atina (Serbia)

Sport Association of the City of Mostar (Bosnia and Herzegovina)

BAAP Montenegro

FK Obilić Herceg Novi (Montenegro)

ADA (Austrian Development Agency)

City of Vienna (Austria)

Other stakeholders such as football clubs, NGOs, minority groups and grassroots initiatives from all partner countries

### The Wow! factor

Football Zajedno is a joint project involving three national associations in the Balkans – the associations of Bosnia and Herzegovina, Montenegro and Serbia – coordinated by the Austrian Fairplay Initiative at VIDC. This truly unique collaboration uses innovative and creative initiatives to shine a light on intercultural dialogue and social inclusion, using football to advocate for equal opportunities for disadvantaged groups and minorities and bringing groups that were once divided together on equal playing fields.



### What's next?

Coaches, players, workshop facilitators and experts involved in Football Zajedno will meet for a three-day fair-play camp in spring 2020.

### Good practice link

[Football Zajedno website](#)

### Related content

[Football Zajedno Facebook page](#)

[fairplay website](#)

### The Orphans' Cup

[Report on the Orphan's Cup in Bijeljina, Bosnia and Herzegovina, December 2018](#) (in Bosnian)

[Train-the-trainers seminar in Herceg Novi, Montenegro, May 2019](#) – video

[Girls Football Festival in Vienna, Austria, July 2017](#) – video (in German)

# 100

Each year, 100 girls from four countries<sup>30</sup> come together for a three-day festival in Vienna to celebrate football through a broad pedagogical programme.

**“ The Football Zajedno – Girls Football Festival was so cool! It was my first time abroad and allowed me to get to know Vienna in a fun way. I met so many new people here and really liked the workshop and training stations in mixed teams!”**

**Džejla, SFK 2000 Sarajevo player**

<sup>30</sup> Austria, Bosnia and Herzegovina, Montenegro and Serbia



# Refugee Grant Scheme

The UEFA Refugee Grant Scheme aims to support national associations with funding for refugee-related projects that use the power of football to bring people together, foster mutual understanding and break down prejudices.

After the unprecedented movement of refugees into and within Europe over the past four years, vulnerable people across Europe are now in the process of rebuilding their lives in new locations, learning about new cultures and adjusting to new challenges while at the same time trying to come to terms with the emotional trauma of unfathomable experiences at home or in getting to where they are now.<sup>31</sup>

UEFA is committed to supporting the inclusion and integration of refugees with funding for dedicated national association projects. Football offers a universal language and a refuge that can be enjoyed by all. Through football, refugees and host communities have the opportunity to learn about each other, form bonds and overcome prejudices.

Chosen for their innovative and effective ideas, strategies and approaches, the six projects awarded funding under the Refugee Grant Scheme in 2018/19 were:

- Belgium – Everybody on the Field – Investing in the personal development of refugees via football
- Italy – Rete! 2019
- Malta – All In
- Moldova – Integration of refugees and asylum seekers into Moldovan society through football
- Switzerland – Together – Football Unites
- The Netherlands – KNVB Refugee Team

<sup>31</sup> [Football and Refugees: Addressing Key Challenges](#). A collection of good practices by UEFA member associations, published by UEFA in October 2018.



© Olivier Vogelsang



Refugee Grant Scheme Good Practice<sup>32</sup>

# Football Association of Norway



## Integration of refugees into Norwegian host communities

### Challenge

Norway has welcomed many refugees, but the activities and opportunities open to them are often limited or hindered by bureaucracy and long processing times.

### Goal

To create equal opportunities and access to football activities for refugees dispersed among reception centres in different Norwegian municipalities, as well as those who have been granted residence permits and are in the process of resettling into local Norwegian communities.

### Stakeholders and partners

- UEFA
- Football clubs
- Schools
- Social security agencies
- Local governments
- NGOs that work with refugees, including the Norwegian Red Cross and Save the Children Norway

<sup>32</sup> As funding is awarded midway through the season, the NFF, which was awarded funding under the 2017/18 UEFA Refugee Grant Scheme, has been selected to illustrate the scheme and demonstrate good practice, since it has had more time to invest the funding.

### The Wow! factor

The NFF's plan of action for 2016-2019 states that "football shall mirror the population, requiring a particular focus on refugees, asylum seekers and those who have been granted residency". The plan aims to strengthen the cooperation between local clubs and reception centres, offer low-threshold football programmes for male and female refugees, and ensure shorter processing times and minimal bureaucracy when delivering on refugees' and asylum seekers' right to play football.

In August 2018, the NFF appointed a national coordinator to be responsible for helping clubs develop a sustainable, systematic club-driven approach towards refugees who are in the process of resettling in local Norwegian communities.

**Through the UEFA Refugee Grant Scheme and the HatTrick programme, the NFF has developed two toolkits – one on the inclusion of refugees and the other on the inclusion of children from low-income families. Both have been very useful in this project and are frequently used as guidelines by local clubs and regional associations.**

### What's next?

The NFF will increase its efforts to help refugees integrate into local society through regular club activities. It will continue to look at the challenges refugees face, systems and strategies for greater inclusion and cooperation between stakeholders.

### Related content

[UEFA Member Associations and Social Inclusion of Refugees Mapping](#)

[Who's doing what in Norway](#)



**“I wanted Norwegian friends, so I was motivated by the eight boys in my class who played football. The club made me feel safe and welcome. I also wanted to improve my health and follow structured training sessions, as I had never done this before. The training was also really good language practice for me, and I have made many good friends through playing football. I still play, and I am now also the main coach of a boys' team.”**

**Ousama Tahineh, Fotballklubben Voss**

# FSR Portfolio Partners



# Diversity and inclusion

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# Fare network

[farenet.org](http://farenet.org)



## Mission

The Fare network involves NGOs, minority groups, grassroots organisations and the professional football industry working together in a joint effort to celebrate diversity and combat racism, homophobia, sexism and other forms of discrimination at all levels of the game.

## Objectives

Tackle discrimination of all kinds at all levels of football in Europe and encourage diversity in the football industry.

Use the power of football to explore and raise awareness of solutions to discrimination and exclusion.

Empower and represent groups that are marginalised and suffer discrimination.



©Fare / Dana Roesiger

### Highlight

The #Footballpeopleweeks have become a firm fixture in the football calendar in over 60 countries. In 2018, over 150,000 people took part in approximately 1,500 events across Europe and beyond.

This global movement of community groups, clubs, governing bodies, supporters, NGOs, educational organisations and national associations draws on football's power to foster social inclusion, empower minorities and combat discrimination.

#Footballpeopleweeks activists hold conferences championing minorities and women in football, organise anti-racist film festivals and photo exhibitions, and open doors to encourage marginalised communities to participate in football.

Supported by UEFA through its men's and women's Champions League, Europa League and Nations League, #Footballpeopleweeks also receives backing from UNHCR, the European Commission, the European Club Association (ECA) and FIFPro.

# 243

In 2018, 243 professional clubs, 57 national associations and 22 leagues and players unions got involved in #Footballpeopleweeks.



© Fare / Jelena Celebic

**“Everyone must have the possibility to play and watch football without fear of being discriminated against. There is no place for racism, homophobia or sexism in the game. To make a positive change, I support the #Footballpeopleweeks and I hope other players and clubs will follow.”**

**Thomas Hitzlsperger, sporting director of VfB Stuttgart and former player<sup>33</sup>**

<sup>33</sup> In January 2014, Thomas Hitzlsperger became the first high-profile professional player to come out as gay. He decided to come out publicly in an effort to move the discussion about homosexuality among professional sports people forward.

**Main achievements**

- Fare published a diversity and anti-discrimination [toolkit](#) to support activists, teachers and educators working with young people aged 14 to 18. Fare also teamed up with the European Association of History Educators (EUROCLIO), the Anne Frank Foundation, the Eintracht Frankfurt Museum and the Romanian FA to launch the international educational project [Football History for Social Inclusion](#).
- In line with the long-term goal of supporting the integration and inclusion of refugees and asylum seekers, Fare organised the [INSPIRE conference](#) in December 2018 in Warsaw. The conference brought together policymakers, NGOs, grassroots groups, refugees and sports providers to discuss how host communities can successfully engage and integrate refugees through sport, with a special focus on female refugees.
- Strengthening the inclusion of the LGBT+ community in football, Fare celebrated [Football v Homophobia month](#) in February by offering 23 grants to selected groups across Europe that encouraged LGBT+ participation in the game and tackled homo-, trans- and biphobia.
- With Fare and the English FA, UEFA organised the [#EqualGame conference](#) at Wembley Stadium on 2-3 April 2019 to address the [European football community](#) on issues of anti-discrimination and inclusion.
- A second roundtable on ethnic minority women in football, [Inclusion and Respect is a Right](#), took place in Paris in June 2019. Women from 16 European countries came together to discuss the role that football can play in the empowerment and personal development of ethnic minority women.

**Key performance indicators<sup>34</sup>**

( ) Brackets indicate number of NAs of the total that are Eastern European<sup>35</sup>

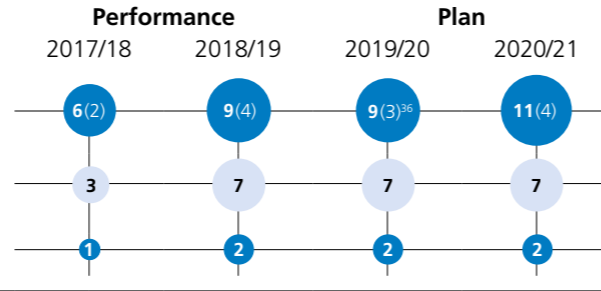
**Objective**

**Tackle discrimination of all kinds at all levels**

Associations represented in seminars or round tables organised or co-hosted by Fare

UEFA and NA events on diversity and inclusion involving Fare

Events held with EU, Council of Europe or UN structures



**Objective**

**Football as a tool for social inclusion and integration**

People directly involved in #Footballpeopleweeks

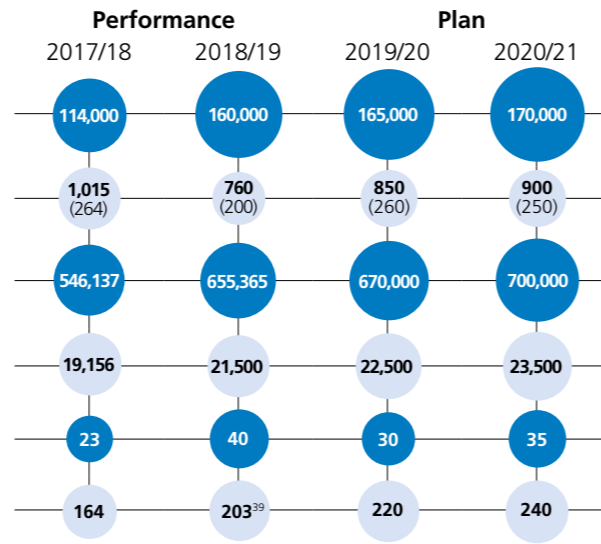
Organisations involved in #Footballpeopleweeks

#Footballpeopleweeks mentions on social media<sup>37</sup>

People reached on website and social media<sup>38</sup>

Good practices shared through communication channels

Educational organisations participating in the #Footballpeopleweeks campaign



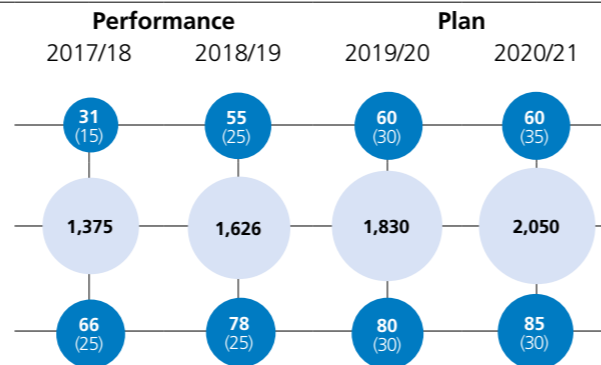
**Objective**

**Build capacity in grassroots and national groups**

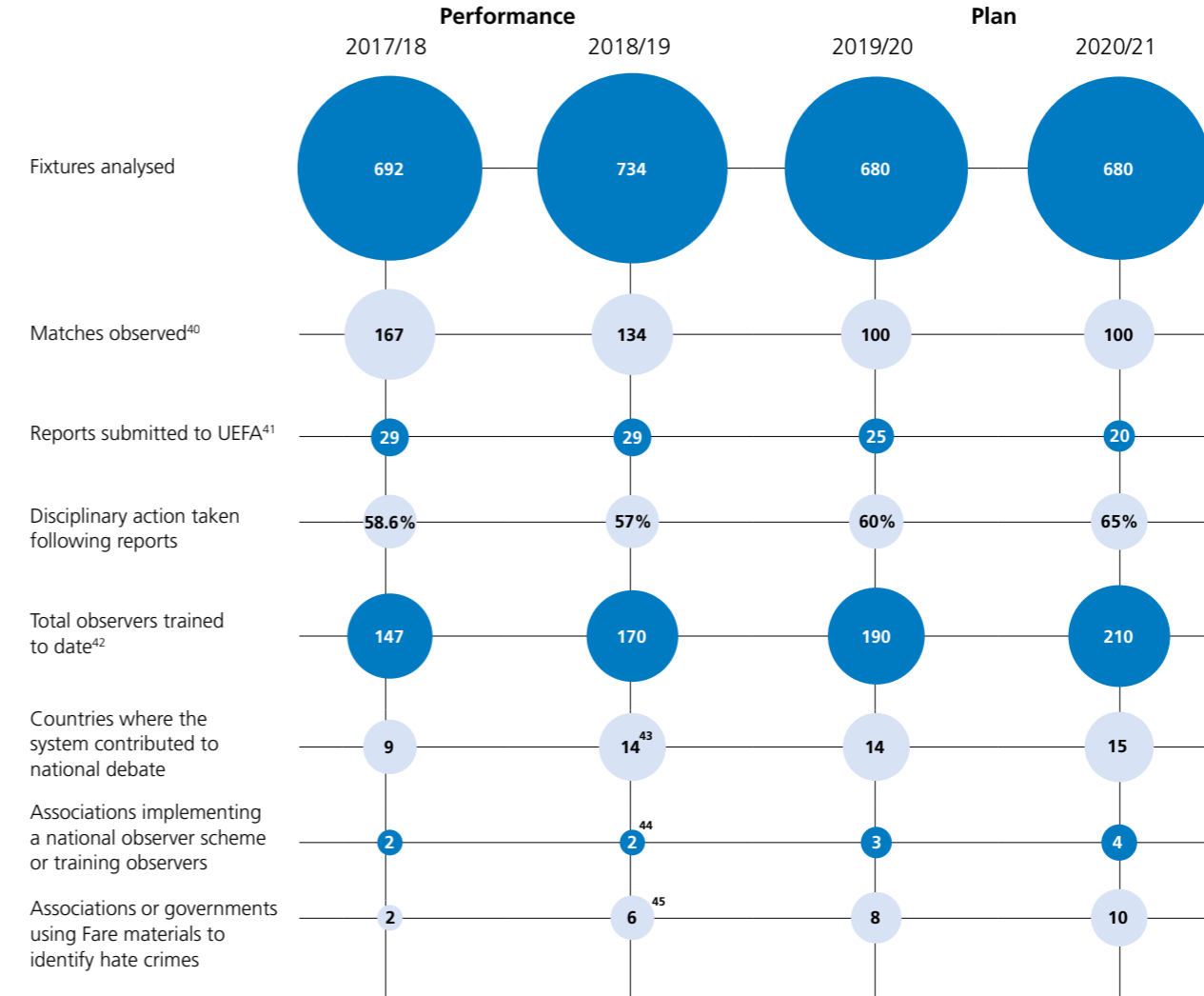
Groups consulted

Grants awarded by Fare since 2012/13

Ethnic minority, LGBT+ and women's groups worked with



**Observer scheme at club competitions**



<sup>34</sup> Key data on the Fare Observer Scheme – match monitoring at UEFA club competitions – can be found in the digital version of this report.  
<sup>35</sup> Fare's Eastern European development project (<https://farenet.org/campaigns/eastern-european-development-project/>) makes it relevant to distinguish Eastern European NAs from others.  
<sup>36</sup> Nine with the regular Fare programme; 54 including #EqualGame conference.  
<sup>37</sup> Facebook, Twitter and Instagram  
<sup>38</sup> Facebook, Twitter and Instagram  
<sup>39</sup> In October 2018, Fare launched an educational resource available on its website. This caused an increase in both outcome and future projections.  
<sup>40</sup> In person.  
<sup>41</sup> UEFA Champions League and UEFA Europa League fixtures only.  
<sup>42</sup> This indicator has changed from the 2017/18 report, which reported the number of observers trained annually rather than the overall total.  
<sup>43</sup> Bulgaria, Czech Republic, England, Greece, Hungary, Italy, Latvia, Montenegro, Poland, Romania, Russia, Serbia, Slovakia and Ukraine.  
<sup>44</sup> Italy and Russia. Similar functions performed by match delegates in many other European countries.  
<sup>45</sup> Croatia, Hungary, Romania, Russia, Slovakia and Ukraine. All clubs participating in the Champions League and Europa League and all UEFA member associations are known to use the Fare Guide to Discriminatory Signs and Symbols in European Football.



© Fare



© Fare

<sup>46</sup> In cooperation with the national associations of Belgium, Romania and Scotland and the La Liga Foundation, the FIRE project promotes inclusion, participation, socialisation and access to sport for asylum seekers, migrants and refugees.

<sup>47</sup> A Diversity House is a free, open and safe space to celebrate diversity and explore the history, people and movements that are creating positive change in and through football. There are plans to set up such spaces in Amsterdam, London and St Petersburg. More information about Diversity Houses can be found in the 2017/18 UEFA FSR Report.

**Planned activities**

	<b>2019</b>	
	JUL	
	AUG	
Football Including Refugees (FIRE) Project <sup>46</sup> events, starting with Glasgow conference at Hampden Park on 26 September	SEPT	
	OCT	#Footballpeople-weeks – 10-24 October
	NOV	
	DEC	
	<b>2020</b>	
Deployment of observers in European Qualifiers and at all EURO 2020 matches	JAN	
	FEB	Football v Homophobia month of action
	MAR	
	APR	
	MAY	
	JUN	Diversity Houses <sup>47</sup> in three EURO 2020 host cities



© Ryu Voelkel

# Fare network

Eastern European development with the Never Again Association (NAA)

[nigdywiecej.org](http://nigdywiecej.org)



## Mission

The NAA promotes multicultural understanding and contributes to the development of democratic civil society in central and eastern Europe.

## Objectives

Educate young people to reject racial and ethnic prejudice through educational and cultural events with anti-racism and anti-discrimination messages.

Publish and distribute educational materials on issues such as racism, anti-Semitism, xenophobia and discrimination.

Monitor and document instances of hate speech, discrimination and hate crimes inside and outside stadiums.

Take part in public debates to promote the message of respect for diversity.



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### Highlight

On 25 October 2018, the European Parliament adopted a resolution calling for national sports federations and football clubs to counter the scourge of racism, neo-fascism and xenophobia in stadiums and throughout the world of sport. The NAA worked in cooperation with members of the European Parliament to prepare the content of the resolution.

# 355

The resolution was adopted by 355 votes to 90, with 39 abstentions. The European Parliament “supports and praises social groups and civil society organisations fighting against fascism, racism, xenophobia and other forms of intolerance and calls for their protection”.

### Main achievements

- On 9 November 2018, the NAA was represented at a conference in Zagorow, Poland, Stop Hate Speech, in which law enforcement representatives and the director of the Kulmhof Death Camp Museum in Chelmno also participated.
- Educational and cultural events with anti-racism and anti-discrimination messages were co-organised and promoted, including sports activities, concerts, exhibitions, book launches, film screenings and festivals. An article describing several initiatives that



© Fiona Hanson

took place in November 2018 can be found on the [NAA website](http://NAA website).

- Europe’s largest free open-air festival, the [Pol’and’Rock Festival](#), was held from 2–4 August in Kostrzyn on the Polish-German border. The festival attracted over 500,000 people and featured a unique edition of the Let’s Kick Racism Out of Stadiums tournament, organised by the NAA. A match was also played between the NAA team, together with artists involved in the Music Against Racism campaign, and a team led by the Polish civil rights ombudsman.
- The NAA continued to participate in public debates and promote the message of anti-discrimination. The association was consulted and quoted by numerous local, national and international media, and its own [social media presence](#) grew.
- A large number of [educational materials](#), including anti-racism leaflets, booklets, stickers and other materials were published and distributed at numerous events throughout the year. Target groups included young football fans, as well as all those attending the festivals and other cultural events.



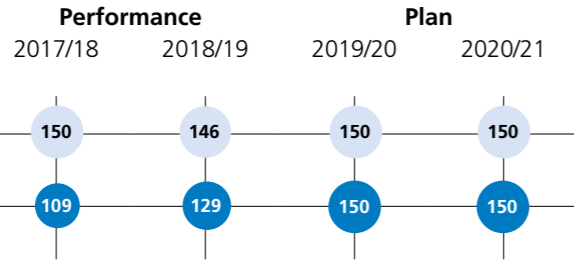
**Key performance indicators**

**Objective**

Promote anti-discrimination through educational and cultural events

Pol'and'Rock tournament participants

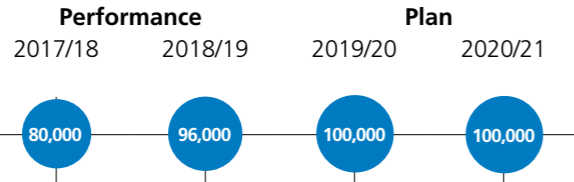
Community events, including sports activities, concerts, exhibitions, book launches, film screenings and festival



**Objective**

Publish and distribute educational materials

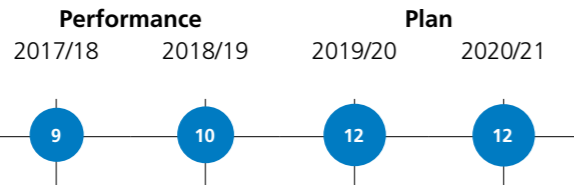
Anti-racism leaflets, booklets, stickers and posters distributed



**Objective**

Monitor and document hate speech

Stakeholder consultations



**Objective**

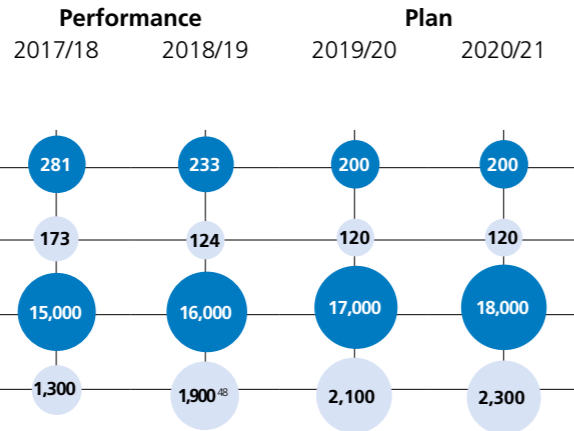
Take part in public debates to promote an anti-discrimination message

Media articles

TV and radio broadcasts

Facebook followers

Twitter followers



<sup>48</sup> The significant increase in followers came as a result of growing interest in the NAA's activities and the general growth of Twitter in Poland and central and eastern Europe.

**Planned activities**

Year	Month	Activity
2019	JUL	
	AUG	Pol'and'Rock Festival
	SEPT	
	OCT	A special Music Against Racism rock concert, held in Dabrowa Gornicza, Poland, as part of the International Day Against Fascism and Anti-Semitism – 9 November
NOV		
DEC		
2020	JAN	Preparation and distribution of educational materials at a variety of events
	FEB	
	MAR	Participation in public debates to promote the message of respect for diversity
	APR	
	MAY	
	JUN	



© Ryu Voelkel

# Fare network

Israel Football Association –  
New Israel Fund KIO Israel

[nif.org](http://nif.org)



## Mission

The New Israel Fund's Kick It Out (KIO) Israel campaign combats racism, sexism, homophobia and all forms of discrimination in football, promoting coexistence, shared society and equal opportunity, regardless of race, religion, gender and sexual orientation.

## Objectives

Combat, reduce and eventually eliminate racism, incitement, violence and all forms of discrimination, including sexism and homophobia, at football matches and online.

Conduct an effective campaign to combat racism and promote inclusivity through the involvement of star players (Team for Social Responsibility) who act as positive role models and use their celebrity status to set trends.

Actively monitor racist comments by fans and promote KIO's values on social media platforms.



© UEFA

### Highlight

Volunteer observers compiled information for the KIO Fairness Index, which showed a marked decrease in the number of major racist chants and incidents at Israeli Premier League matches from 69 in 2017/18 to just 19 in 2018/19.

According to the index, Beitar Jerusalem fans were involved in just two racist incidents in 2018/19 compared with 17 during the 2017/18 season and 35 in 2016/17. Each year since the index began in 2003, Beitar fans have been involved in the greatest number of racially charged incidents.

KIO's relentless campaign against racism, its publication of the index and the resultant media coverage have increased awareness, especially at Beitar; in addition, educational efforts among fans, legislation outlawing racist chanting and fines imposed on clubs by the Israel FA have all helped improve the situation. The dramatic improvement in 2018/19 followed the acquisition of Beitar by high-tech entrepreneur Moshe Hogeg, who has taken a strong stand against racist fans.

### Main achievements

- The Team for Social Responsibility's second season was kicked off by KIO Israel at a special event in Netanya, in partnership with the Israel FA and the Israel Football Players Organisation. In 2018/19, the Team for Social Responsibility attended 13 events to promote KIO's mission and objectives, as well as taking part in TV and radio interviews and writing opinion pieces for newspapers and websites.
- Since KIO's complaints, echoed by the media, that women were not used as pundits for match broadcasts during the 2018 World Cup,



©Israel Football Association

**// This is our biggest achievement at Beitar since I joined. I'm proud of the fans and very happy."**

**Moshe Hogeg, on being presented with the results of KIO's 2018/19 Fairness Index**

women now appear more regularly on expert panels for big matches, with Team for Social Responsibility member Oshrat Eini establishing herself as a sought-after presence in live football broadcasts on Israeli TV.

- KIO partnered with the Israel FA to stage a Football v Homophobia event between the mixed LGBT+-straight Rainball team and youth teams in Herzliya, as part of Fare's Football v Homophobia action month.
- The first ever girls' Team of Equals season ended in Jerusalem in May 2019, with the 15 Arab and 15 Jewish participants presented with certificates. In parallel, the fourth boys' Team of Equals season was completed. The programme, which brings together Jewish and Arab children and their families, is funded by KIO Israel through the Jewish club Hapoel Katamon and the Arab Football Academy of Beit Safafa, each of which provide equal funding.
- Before Israel's FA Cup final between Maccabi Netanya and Bnei Yehuda, a widely viewed clip in which the players condemn racism and promote fair play and tolerance was shown to those in attendance.

**// Sport, and football in particular, has the ability to break down barriers between people. On the pitch, we may be trying to win by beating our opponents, but society will be the real winner if footballers use sport to fight racism and promote tolerance."**

**Oshrat Eini, ASA Tel Aviv women's team player and TV football pundit**



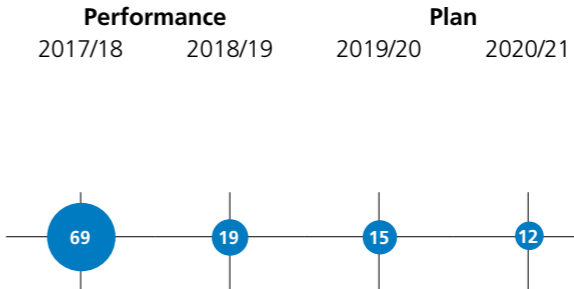
©Israel Football Association

**Key performance indicators**

**Objective**

Combat, reduce and eventually eliminate racism, incitement, violence and all forms of discrimination, including sexism and homophobia, at football matches and online

Major racist chants and incidents at Israeli Premier League matches

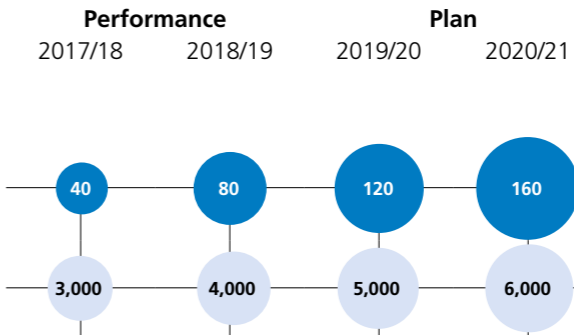


**Objective**

Conduct an effective campaign against racism that promotes inclusivity through the involvement of star players (Team for Social Responsibility)

Footballers taking part in activities

Fans and children taking part in activities

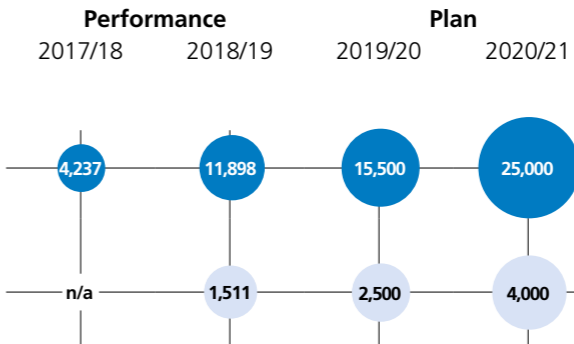


**Objective**

Actively monitor racist comments by fans and promote KIO's values on social media platforms

Followers of KIO Israel's Facebook page

Followers of KIO Israel's Instagram account



**Planned activities**

<b>2019</b>	
JUL	
AUG	
SEPT	
OCT	
NOV	
DEC	Ongoing compilation of the KIO Fairness Index of fan behaviour by volunteer observers
<b>2020</b>	
JAN	Continuation of the boys' and girls' Teams of Equals in Jerusalem
FEB	More grants awarded to grassroots football initiatives that focus on bringing Jews and Arabs together, and also on integrating Ethiopian immigrants and refugees
MAR	
APR	An expansion of communication activities to promote KIO Israel's values across social media platforms
MAY	
JUN	



© Fare



## Concluding remarks

“ We believe football should be at the forefront of diversity, inclusion and social change activities, as it has a unique platform and position as a cultural space. We see the coming years being filled with opportunity but also infused with difficulty and challenges. As our network, scope and impact continue to grow, we look forward to continuing to push boundaries in European football.”

Piara Powar, executive director, Fare network  
info@farenet.org

# Good Practice Fare20

## Objective

To bring together representatives of the network from 26 countries across Europe to review 20 years of activism and celebrate key milestones in the fight against discrimination in football and broader efforts to advocate for social inclusion, equal rights, social change, better governance and social development.

## The Wow! factor

The Fare network celebrated 20 years of fighting for equality and inclusion in European football in March 2019 as campaigners for equality and social change came together at Wembley Stadium in London.

Since its formation in 1999, Fare has sought to put equality, diversity and anti-discrimination on the agenda of European football. With over 120 members in 40 countries, the network is involved in a range of activities, from local activism to global campaigns such as the #FootballPeople weeks, with a focus on tackling homophobia, sexism, racism and nationalism, and using sport as a tool for wider social inclusion.

Fare members, partners and activists have driven the success of the network by taking on challenges in their own countries. The focus of Fare's work entails a larger effort of advocating for inclusion in society, equal rights, social change, better governance and social development.

The event was attended by more than 200 people in football, including the founding members of Fare, activists, NGOs and professional footballers who have been active in the fight against discrimination in football over the past 20 years, as well as leading experts, media representatives, minority groups and special guests.

The reach and longevity of Fare, bringing together diverse groups and people to tackle discrimination all around Europe for over 20 years, is what makes the network unique.

As part of the celebrations, awards were presented to [Peter Odemwingie](#), [Claudia Neumann](#), [Yaya Touré](#), [Khalida Popal](#), [Mbo Mpenza](#) and others for their pioneering roles in football.

## Partners

UEFA

EU

English Football Association

Professional Footballers' Association UK

Royal Belgian Football Association

Fare network members and activists



© The FA

# 20

While celebrating its 20th anniversary, Fare recognised and celebrated the work of 20 grassroots member organisations and 20 pioneering players, football personalities, coaches and activists from 15 different countries across Europe, all of whom have embodied the values of the Fare network.

**“We feel part of a big movement that works everyday against racism and discrimination. This experience allows us to connect with people around the world and discover new good practices. We will never feel alone in this big family!”**

**Matteo Mastorci, representative of Fare member Balon Mundial, Italy**

## Good practice links

[In the spotlight: #Fare20 members video series tells story of their anti-discrimination work](#)

[#Fare20 network members leading the way](#)

## Related content

[Fare20 announcement - Twitter](#)

[#Fare20 - Twitter](#)

[QFF receives Fare20 award \(in German\)](#)

## Good Practice

# Team of Equals for girls and boys

### Objective

To use football to break down barriers between Jewish and Arab children and bring their families together.

### The Wow! factor

In September 2018, after three seasons of working solely with boys, the organisation was able to persuade Jewish and Arab families to enrol their fifth-grade girls in the programme.

Bringing together 30 girls aged 10 to 12 (15 Jewish and 15 Arab) is exceptional in such a conservative society that looks suspiciously on girls participating in sport. We achieved this by gaining the trust of the families through the boys' programme.

There are other football coexistence programmes in Israel, but Team of Equals is unique in stressing equal time in Hebrew and Arabic and an equal number of Jewish and Arab coaches.

### Partners

The New Israel Fund KIO Israel and the Israel FA initiated and supervise the project. The budget and week-to-week running is handled equally by the Arab Football Academy of Beit Safafa and Jewish club Hapoel Katamon – two grassroots organisations that are well connected in their communities and are responsible for the success of the programme and the inter-communal trust that has been built.

In addition to weekly football sessions, participating families get together for joint celebrations of Jewish and Muslim holidays.

### Good practice link

[Team of Equals video](#) (in Arabic and Hebrew)

“The programme was difficult to get going because of the language barriers. But as people started understanding each other the mixed teams became more coordinated in their play.”

Amir Abucassis, manager at Hapoel Katamon



## Football for All Abilities

# International Blind Sports Federation

[ibsasport.org](http://ibsasport.org)



## Mission

The International Blind Sports Federation (IBSA) aims to give every child and adult with a visual impairment the chance to play football at the level they choose, regardless of age, wherever they may be and whatever their life circumstances.

## Objectives

Ensure that people in all European countries who are blind or partially sighted have the opportunity to play blind football.

Offer and/or introduce blind football to visually impaired people in all those European countries that have not yet had the opportunity to develop the game.

Provide support to countries looking to introduce blind football and to emerging countries wishing to further develop new programmes, in particular those focused on youth or women's development.

Meet the growing demand for blind football equipment, with a special focus on grassroots programmes, by supplying equipment free of charge to new and emerging countries, and to all countries for their youth and women's development projects.

Expand the pool of qualified referees in Europe and maximise training opportunities for new coaches.

### Highlight

IBSA introduced blind football to four new European countries this season: Estonia, Latvia, Lithuania and Kazakhstan.

IBSA was invited by the Estonian Football Association to hold a workshop on the fringes of the UEFA Super Cup in Tallinn, followed by an exhibition at the UEFA fan zone.

Approximately 40 coaches from top Estonian clubs took part in the workshop, alongside representatives of IBSA's Estonian, Latvian and Lithuanian member organisations. The workshop was led by a well-respected French coach and involved an experienced French international player.

In November 2018, IBSA then visited Almaty, Kazakhstan, on the initiative of FC Kairat, to introduce the game there. Ten players and ten coaches, including five female coaches, participated in a [three-day workshop](#) and [training sessions](#) at FC Kairat's state-of-the-art training centre.



© Moldova Blind Sports Federation

UEFA president Aleksander Čeferin, [UEFA ambassador Luís Figo](#), and UEFA Foundation for Children trustee and [FC Kairat chairman](#) Kairat Boranbayev also made appearances at the training sessions to take a first-hand look.

**“As a team player, I can say that blind football classes gave me the opportunity to lead a rich, eventful life. Being a part of the team is a great honour and joy for me. Improving my physical and psychological condition is also a very important factor for me. New goals and dreams have appeared in my life, such as playing for the national team at the Paralympic Games, the World Cup and European Championships. I want to express my gratitude to IBSA and UEFA for their support for our team and blind football in our country.”**

**Kanat Akymbayev, player,  
FC Kairat blind football team**

**Main achievements**

- Blind football was introduced to Estonia, Latvia, Lithuania and Kazakhstan in 2018/19.
- A two-day referee education course involving ten referees took place at the IBSA Blind Football European Championships Division 2, was held in Bucharest, Romania, in March 2019.
- A coaching manual for new blind football coaches, to be finalised for publication in autumn 2019.
- IBSA took part in awareness-raising events, including the UEFA Study Group Scheme seminar on Football for All Abilities in August 2018, two CAFE conferences in Spain, the Game Changing Project seminars in Cyprus, and the UEFA Champions Festival in Madrid.
- The referees, goalkeepers and most of the blind players in the showcase match at the UEFA Champions Festival in Madrid were under 23 years old.



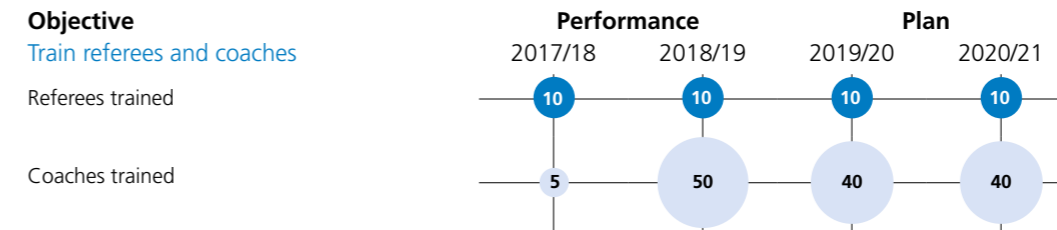
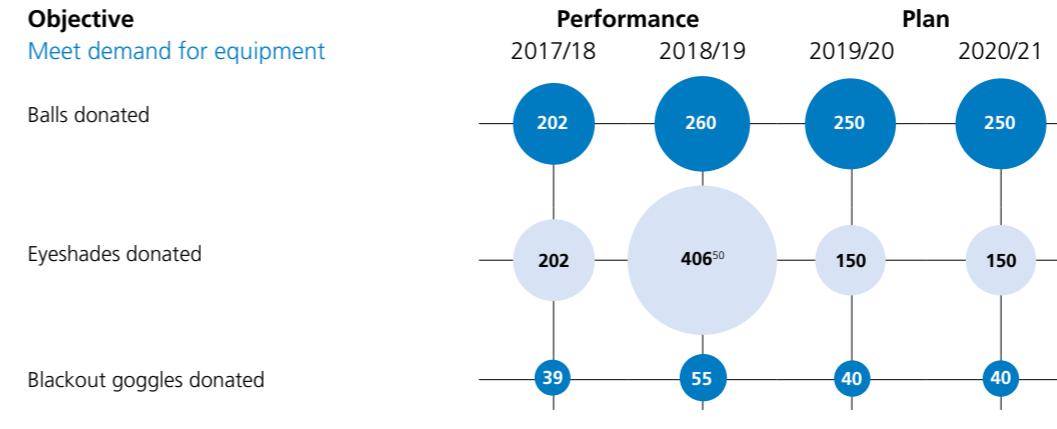
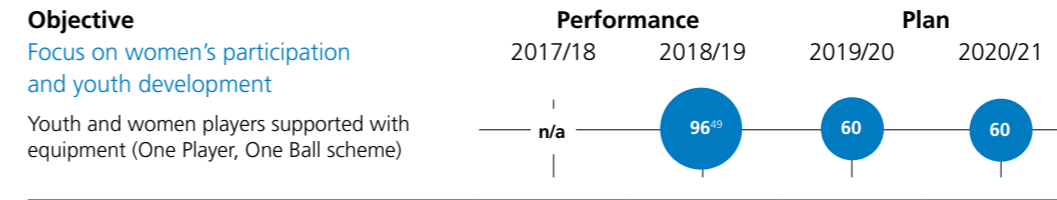
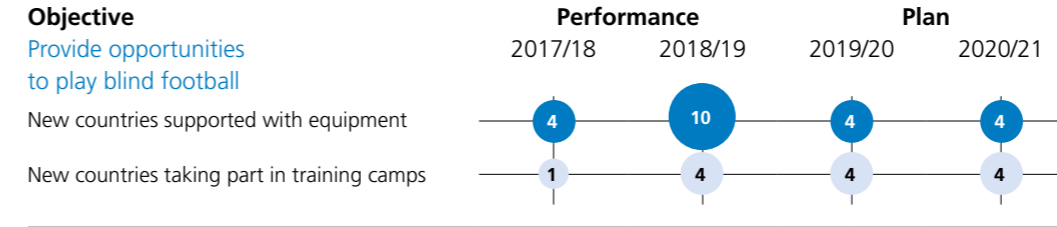
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© IBSA

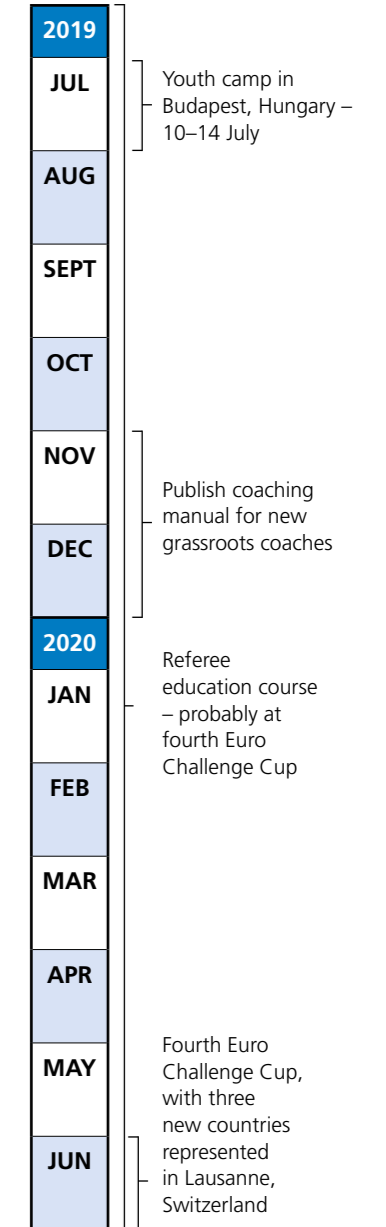
**260**  
IBSA donated 260 balls, 406 eyeshades and 55 pairs of blackout goggles to 33 European countries in 2018/19, including 10 new countries.

**Key performance indicators**



<sup>49</sup> This particularly high figure is due to increased promotion of the One Player, One Ball scheme this season, and a push among member countries encouraging them to take advantage of the programme.  
<sup>50</sup> The peak in 2018/19 is due to increased promotion and acceptance of the programme this season.

**Planned activities**







© Britt Maria Tael



## Concluding remarks

// This year IBSA has reached many new countries by taking part in several workshops and conferences, making new contacts and attempting to raise awareness. The challenge now is to consolidate and strengthen these relationships and encourage the new countries to initiate sustainable blind football programmes for their visually impaired populations.”

David Stirton, project manager,  
IBSA Blind Football Development Project Europe  
[football.eurdev@ibsasport.org](mailto:football.eurdev@ibsasport.org)

Good Practice

# One player, one ball

## Objective

To foster and increase participation in blind football among young people and women by providing them with their own personal ball to train with, wherever and with whomever they choose.

## The Wow! factor

Targeted messages to IBSA member organisations and national football associations have proven effective in spreading the word about the scheme and encouraging more organisations and individuals to get involved. Targeted social media posts have then helped spread the message to an even wider audience.

## Partners

- European IBSA member organisations
- Blind sports clubs
- Schools for the blind
- National football associations



# 10

In 2018/19, IBSA reached ten youth and women's programmes in Austria, Armenia, Belgium, Bulgaria, England, Finland, Hungary, Italy, North Macedonia and Moldova with the 'One player, one ball' scheme, donating a total of 96 balls, 136 eyeshades and 10 pairs of blackout goggles to them.

## Good practice links

- [IBSA Blind Football Facebook post – 11 February 2019](#)
- [IBSA Blind Football Facebook post – 6 March 2019](#)
- [IBSA Blind Football Facebook post – 21 June 2019](#)

“It was an honour and a pleasure to be a small part of this big IBSA project, which offers us the possibility to enlarge the field of blind sport activities for our beneficiaries. Sport is one of the best means of social inclusion in society and I believe football is the number one sport in that regard. We hope our organisation will soon have newcomers from the blind school, where boys and girls were excited to get the chance to play football and develop their skills.”

Stefan Oprea, vice-president, Moldova Association of the Blind

Football for All Abilities

# International Federation of CP Football

[ifcpf.com](http://ifcpf.com)



## Mission

The International Federation of Cerebral Palsy Football (IFCPF) aims to harness its position and profile as a leading international sports federation; inspiring people to achieve their full potential through the sport of cerebral palsy football.

## Objectives

Grow participation across all levels and formats of the game.

Establish a competition structure, pathways to the elite level, and greater worldwide representation, while demonstrating clear, robust and accountable processes and policies.

Support the development of people involved in delivering CP football.

Share the IFCPF message and harness the potential of the organisation's global reach.<sup>51</sup>

Build, nurture and activate key partnerships.



**“The idea of organising the CP Euros in the Netherlands first came up during the Rio 2016 Paralympics Games. Given that CP football won't be part of the 2020 Tokyo Paralympics, it was considered very important to give it more publicity. These have been very good weeks in terms of making CP football and other adaptations of association football more visible.”**

Marcel Geestman, KNVB disability football manager

### Highlight

The 2018 IFCPF European Championships were hosted by the Royal Netherlands Football Association (KNVB) in Zeist, the Netherlands. Ten countries participated, and the event was supported by a number of initiatives.

After extensive consultation and research into CP football classification over the last five years, new rules and regulations were introduced in 2018. This competition provided the opportunity for six new classifiers to be trained at the event, giving the trainees hands-on experience to become international classifiers and ensuring they are better placed to support the development of national CP football programmes and create a fairer game for all.

To inspire the next generation and support their personal development, U19 teams from England and the Netherlands were invited to compete in friendly matches and watch the senior European Championships, exposing them to the elite level of the game.

# 400

More than 400 players from 25 teams have been reclassified under the new classification system.

<sup>51</sup> The wording of this objective has changed from last season, but the objective itself still falls under the overall purpose of promoting CP football opportunities.



**Main achievements**

- The 2018 IFCPF European Championships were hosted by the Netherlands in July–August 2018 and accompanied by the following activities:
  - UEFA Study Group Scheme seminar focusing on Football for All Abilities, at which CP football was showcased as an adapted form of football to meet the needs of players with cerebral palsy;
  - international classifier training to educate new classifiers from across Europe and update all classifiers on the new classification rules;
  - involvement of young players as mascots and through specific youth CP football

activities, including U19 friendly matches between the Netherlands and England.

- The [2018 IFCPF U19 World Cup](#) and [2018 IFCPF Female CP Football Camp](#)<sup>52</sup> were hosted together as part of the Cerebral Palsy International Sports and Recreation Association (CPISRA) World Games in Barcelona in August 2018.
- In October 2018, a [CP football workshop](#) was held to kick-start CP football in Georgia and surrounding countries, in collaboration with the Georgian Football Federation and the National Sport Federation of Children with Disabilities of Georgia.

- The IFCPF implemented a [new strategic plan](#) for CP football as the future roadmap for the development of the sport. The plan is being used by national organisations as the structure for their own development plans, bringing the CP football family together through a common approach.
- The IFCPF have launched a new ambassador programme, kicking off with two [youth ambassadors](#)<sup>53</sup>, with the aim of recruiting additional ambassadors for women’s CP football, [frame football](#) and other adapted forms of the game. The aim is to showcase all of the different people involved in the sport and some of the many ways that CP football in particular makes a difference.

<sup>52</sup> News story "The participating girls were so happy": [www.ifcpf.com/news/the-participating-girls-were-so-happy](http://www.ifcpf.com/news/the-participating-girls-were-so-happy)

<sup>53</sup> New stories "Meet Bryan Kilpatrick Elliott, IFCPF Youth Ambassador": [www.ifcpf.com/news/get-to-know-bryan-kilpatrick-elliott-ifcpf-youth-ambassador](http://www.ifcpf.com/news/get-to-know-bryan-kilpatrick-elliott-ifcpf-youth-ambassador); and "Jack Rutter: "You have to be really fit to play CP Football" ": [www.ifcpf.com/news/jack-rutter-you-have-to-be-really-fit-to-play-cp-football](http://www.ifcpf.com/news/jack-rutter-you-have-to-be-really-fit-to-play-cp-football)

<sup>54</sup> With numerous women’s events happening in the latter half of the year, the intended four additional female ambassadors for this season will begin later than planned.

<sup>55</sup> Four youth ambassadors and four women’s ambassadors will be added. This target has been revised since last season.

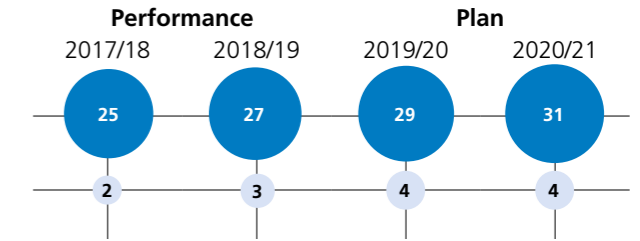
**Key performance indicators**

**Objective**

Participation

European countries with CP football programmes

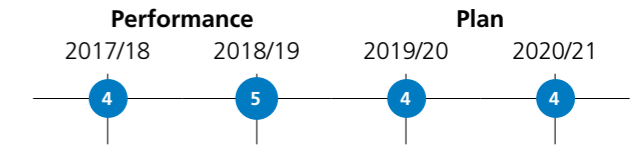
Women’s CP football events held in Europe



**Objective**

Pathways

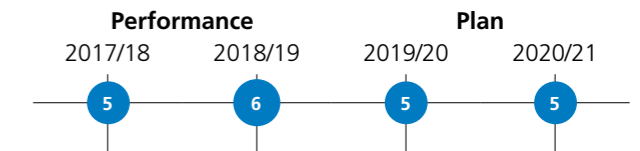
International tournaments held in Europe



**Objective**

People

CP football workshops delivered



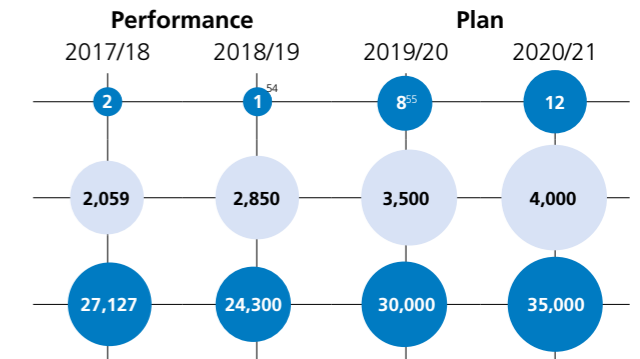
**Objective**

Promotion

New CP football ambassadors

Facebook followers

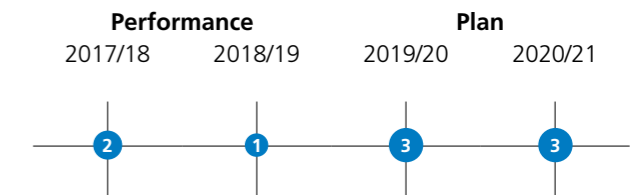
Unique visitors to ifcpf.com



**Objective**

Partnerships

Inclusion of CP football within partner events





A youth ambassador and mascot of the 2018 IFCPF European Championships competition in the Netherlands watches an England CP National Team training session ahead of the tournament.

© IFCPF

Planned activities

<b>2019</b>	
<b>JUL</b>	2019 IFCPF World Cup in Seville, Spain
<b>AUG</b>	
<b>SEPT</b>	2019 IFCPF Female CP Football Camp in Zeist, Netherlands
<b>OCT</b>	
<b>NOV</b>	
<b>DEC</b>	
<b>2020</b>	
<b>JAN</b>	
<b>FEB</b>	
<b>MAR</b>	CP Football workshop in Korsør, Denmark
<b>APR</b>	
<b>MAY</b>	2020 IFCPF Nations Cup in Sardegna, Italy
<b>JUN</b>	
2020 IFCPF Champions League in Barcelona, Spain	
2020 IFCPF Nations Championships in Barcelona, Spain	
2020 IFCPF World Cup (Female) in Barcelona, Spain	



## Concluding remarks

“ This year we enjoyed our regional championships. The IFCPF World Cup U19 and wonderful Female CP Football Development Camp were part of the CPISRA World Games in Spain. We were all proud and excited to see female CP football off to such a strong and promising start with the aim to make CP football possible for all girls with CP. To develop CP football in new countries, we organised five coach education workshops. On to more beautiful CP football moments all over the world!”

Jan-Hein Evers, IFCPF president  
info@ifcpf.com

# Good Practice Inspiring people to achieve their potential

## Objective

To provide positive opportunities for people with cerebral palsy to develop as individuals and to support an inclusive culture of meaningful involvement for people with CP throughout football and parasport.

## The Wow! factor

The IFCPF recognises that members of the CP football family have unique skills and experiences. Therefore, the IFCPF takes steps to ensure that they have opportunities to get involved in all areas of delivering CP football, including roles as referees, classifiers, coaches and board members.

In growing and developing the organisation, the IFCPF looks for people with cerebral palsy who are interested in CP football and have skills and experience in particular fields. In addition, the IFCPF supports former CP football players in taking on new roles, giving them the opportunity to maintain a lifelong connection with the sport.

People with cerebral palsy, regardless of gender or region of origin, are represented on every IFCPF committee to ensure that the diversity of the sport is reflected in the people overseeing it.

## Partners

National Paralympic Committees

National football associations and other national sports federations

NGOs

IFCPF member associations and organisations

Every committee or group that makes up the IFCPF includes people of different genders, from different regions and, most importantly, with cerebral palsy.

## Good practice link

[Bringing together the IFCPF membership](#)

“The organisation’s ethos ensures that athletes and people with CP play a real and meaningful part in IFCPF consultations, decision-making and processes.”

James Murrhiy, IFCPF board member and athletes’ representative



## Football for All Abilities

# Special Olympics Europe Eurasia

[SpecialOlympics.org](http://SpecialOlympics.org)



## Mission

Special Olympics provides year-round sports training and athletic competition in a variety of Olympic-type sports for children and adults with intellectual disabilities.<sup>56</sup>

## Objectives

Develop grassroots football by increasing the number of footballers with and without intellectual disabilities.

Organise coaching seminars and workshops in different countries with the support of clubs and national associations, ensuring that inclusion and unified football are on the agenda.

Promote competitive and recreational forms of unified sport for youth and adult players.



© Claire Behan

### Highlight

The Special Olympics movement was born at the [1968 International Summer Games](#) in Chicago. Five decades later, the organisation returned to Chicago to launch a year of global Special Olympics [50th anniversary celebrations](#).

The celebrations kicked off with a week of high-level sports competitions at the Unified Cup, family-friendly fun at the Torch Run, the Global Day of Inclusion festival, and a star-studded concert at Northerly Island. [The Special Olympics Unified Cup](#) featured 24 women's and men's unified football teams from around the world, including six from Europe.

# 600

In just one year, the number of Special Olympics football coaches in Europe has increased by 600.<sup>57</sup>

## // Just go out there and play!"

**UEFA ambassador [Célia Šašić](#), embodying the Special Olympics spirit**

<sup>56</sup> The mission has been updated since 2017/18.

<sup>57</sup> This was due to a greater focus on coach education in SOEE, as well as closer cooperation with FAs and clubs.



© RCW-Photography

### Main achievements

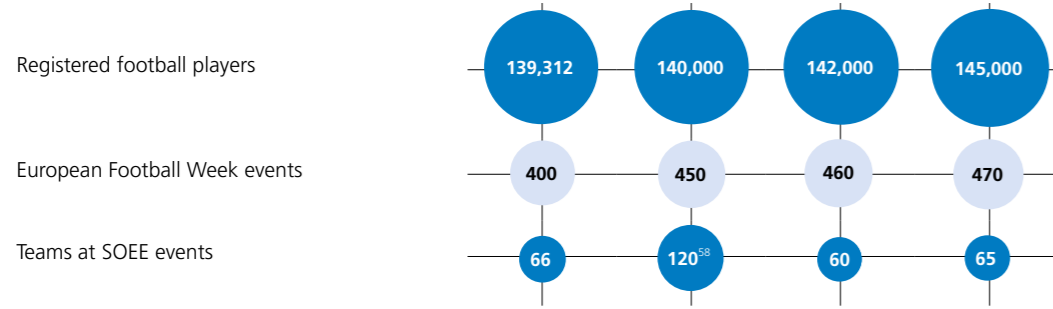
The Special Olympics Global Vision for 2016–20 is to “use sport to open hearts and minds towards people with intellectual disabilities and create inclusive communities all over the world”. In working to achieve this vision, Special Olympics Europe Eurasia (SOEE) hosted a number of events throughout the 2018/19 season, including four international tournaments featuring 54 teams.

- 19th annual [Special Olympics European Football Week](#), featuring over 40,000 participants in 50 countries.
- Collaboration between nine national Special Olympics programmes and their national football associations on projects funded by the UEFA FSR HatTrick scheme.
- 25-team seven-a-side [Gothia Special Olympics Trophy](#) in Gothenburg, Sweden
- [Special Olympics Small Nations Football Tournament](#) in San Marino
- [Eight-a-side women's football tournament](#) in Tilburg, the Netherlands
- [Seven-a-side unified football tournament](#) in Kaunas, Lithuania
- [SOEE Football Conference](#) and futsal seminar in Prague, Czech Republic, bringing together 60 representatives from 30 countries
- [2019 World Games in Abu Dhabi](#), where football was the biggest sport represented and 50% of teams came from Europe (50 European teams, across futsal, 7-a-side and 11-a-side, men's, women's and unified).

**Key performance indicators**

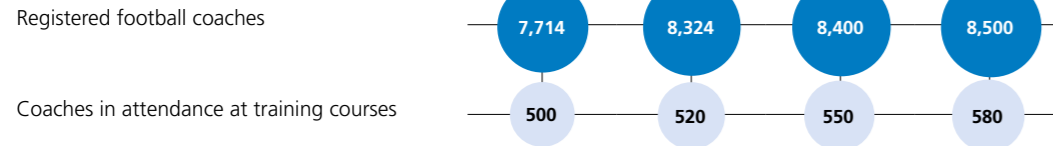
**Objective**

Develop SOEE grassroots football



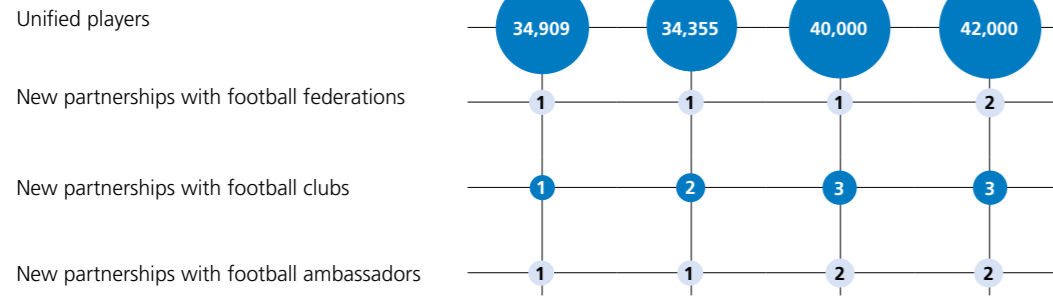
**Objective**

Coach education



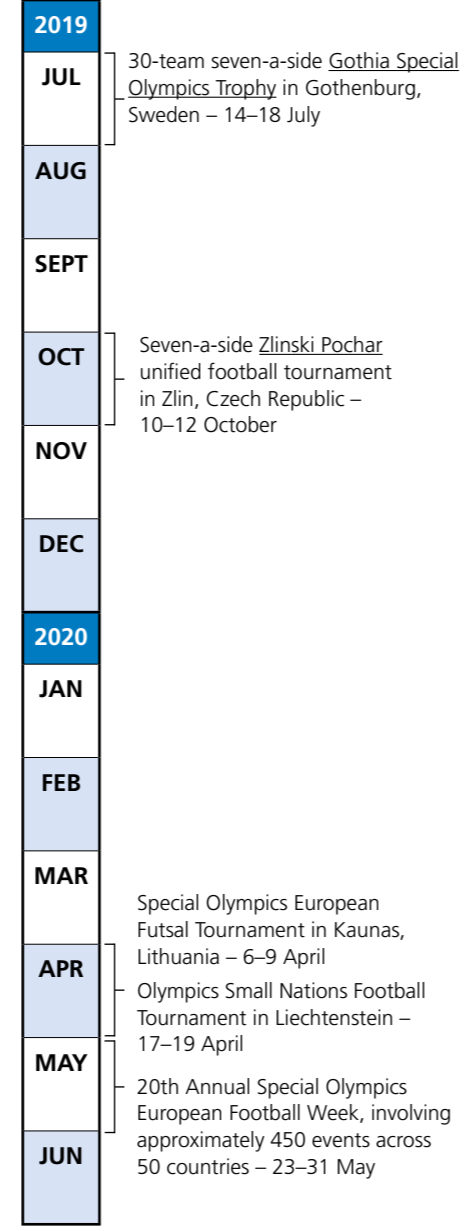
**Objective**

Expand unified football and promote inclusion



<sup>58</sup> 50 teams from Europe out of a total of 120 at the 2019 World Games in Abu Dhabi.  
<sup>59</sup> Mirek Krogulec is the SOEE sports director.

**Planned activities**



**Concluding remarks**

“ For close to 20 years, UEFA has supported the development of football through Special Olympics Europe Eurasia, making it the most popular Special Olympics sport in 58 countries in the region. Through football, communities embrace people with intellectual disabilities and the inclusive message of Special Olympics. Football goes far in fostering tolerance, acceptance and friendship on and off the pitch. Together, let us continue to find common ground and work to ensure that everyone – regardless of ability, age or gender – can share all that this great sport has to offer.”

David S. Evangelista, president and managing director, SOEE  
 mkrogulec@specialolympics.org<sup>59</sup>



## Good Practice

# #KeepUpWithTheGirls

### Objective

To reach 5,000 girls with intellectual disabilities in 21 European countries, creating new teams, running regular training sessions and organising competitions and associated activities to raise public awareness, all supported by a #KeepUpWithTheGirls social media campaign.

### The Wow! factor

The [Special Olympics European Football Week 2019](#), the latest instalment in an annual initiative to promote football for people with intellectual disabilities, was a platform for 450 events in 50 European countries, all of which were united behind #KeepUpWithTheGirls, a strong campaign promoting women's football.

The campaign gained visibility through various events organised by SOEE throughout the season. [UEFA ambassador Célia Šašić](#), [Special Olympics ambassador Kirsten van de Ven](#) and other special guests had a significant impact in that respect, raising the interest of local and international media and motivating participating teams.

The #KeepUpWithTheGirls social media campaign has helped spread the message around Europe that girls with and without intellectual disabilities have their place in football and should be encouraged to get involved.

### Partners

Erasmus+ (European Commission)

S.V.G Tilburg

21 accredited Special Olympics programmes

# 10 million

#KeepUpWithTheGirls reached over 10 million people on social media, with one million video views and a number of celebrities taking part in and supporting the campaign.

### Good practice link

[Keep Up With the Girls](#)

### Related content

[Can you keep up with the girls?](#)

[Special Olympics - Keep Up With the Girls](#)

['Keep Up With the Girls' on Football Pitches across Europe!](#)

[Special Olympics warms up for a summer of football!](#)

[Special Olympics athletes shine at European Football Tournament in Tilburg](#)

“Football is a beautiful sport to play. Why can't women and girls with intellectual disabilities play? I want to be part of the movement to show that football is for women and girls too. And that they can grow as part of a team. [I want to be part of the movement for women's football.](#)”

Suzanne van den Einden-Brok, Special Olympics Netherlands athlete



## Football for All Abilities

# European Deaf Sports Organisation

[edso.eu](http://edso.eu)



## Mission

The European Deaf Sports Organisation (EDSO) aims to provide deaf players with the opportunity to play football and compete with and against other deaf players, thereby helping deaf individuals develop greater self-esteem, resilience and physical abilities, and fulfil their potential in society.

## Objectives

Encourage deaf youth to play football.

Grow the number of female deaf football players.

Continue to enhance deaf football and futsal championships.

Expand the number of deaf referees involved in futsal and football.

Boost the number of deaf football coaches and improve all coaches' understanding of what is needed to coach deaf football, such as learning sign language.

### Highlight

The 2017/18 FSR report noted that an agreement between the Deaf Champions League (DCL) and the [Deaf Soccer Academy](#) had been signed to launch a training course for coaches involved in deaf football. During the 2018/19 season, the Deaf Soccer Academy provided the first of these bite-size training courses for hearing impaired futsal club coaches at the DCL Futsal Tournament in Stuttgart.

The course was attended by 30 hearing impaired coaches who received diplomas from the Deaf Soccer Academy upon successful completion of the course. They agreed that after the course they had a greater overall understanding of how to coach deaf football.

### Main achievements

- In August 2018, with the support of the Swedish Deaf Sports Federation, EDSO organised the [U21 Euro Deaf Football Championship](#) in Stockholm. Eight teams comprising a total of 159 players participated in the tournament.
- The [DCL](#) continues to be popular with deaf football teams within Europe. The DCL, a commission within EDSO Football, held its second DCL U21 Futsal tournament in Gothenburg, Sweden in October 2018. A total of 40 officials were called upon for the 15 men's teams, which comprised 168 players.
- The European Deaf Futsal Championship took place in Tampere, Finland in December 2018. It was the most successful tournament to date, with 16 teams from each gender participating and 16 referees recruited from 12 countries.
- A new booklet, the Signal Guidance for Futsal Referees, was distributed to both deaf and hearing referees prior to the European Deaf Futsal Championship. The referees provided useful and positive feedback on the booklet, and it will be amended and used in future activities and trainings.
- The number of referees, both male and female, with hearing impairments who have joined the [European Deaf Referees Union](#) (EDRU) is growing. Overall, 22 referees joined the EDRU this season.



**“ I am very impressed with the delivery of the coaching course, without language barriers. Both the members of the Deaf Soccer Academy’s staff and the participants are deaf. They can communicate in International Sign without any difficulty. All participants received a certificate of attendance and can use this as a starting block<sup>60</sup> on their coaching journey.”**

**Andre Brandel, EDSO football commission member**

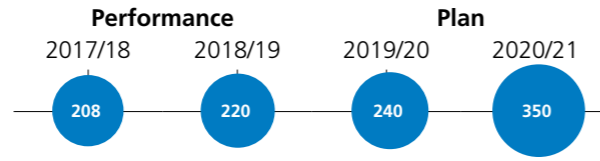
<sup>60</sup> The certificate may be the first step for a coach towards obtaining a UEFA C Licence, as many of the coaches of hearing impaired futsal teams are unlicensed.

**Key performance indicators**

**Objective**

Encourage deaf youth to play football

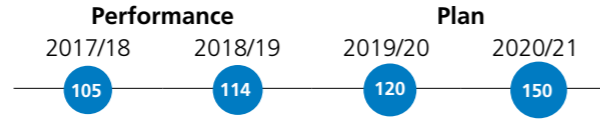
Boys participating in the summer youth football camps



**Objective**

Grow the number of female deaf football players

Girls attending the Deaf Soccer Academy



**Objective**

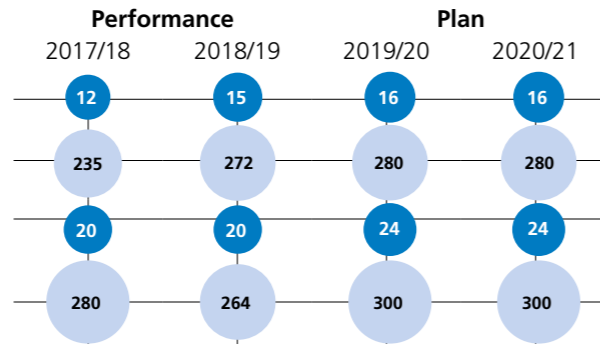
Continue to organise deaf football and futsal championships

Men's teams taking part in the football DCL

Male players taking part in the football DCL

Men's teams taking part in the futsal DCL

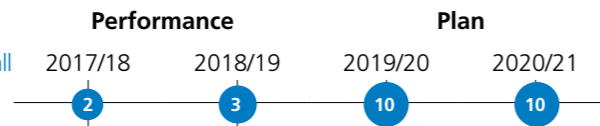
Male players taking part in the futsal DCL



**Objective**

Expand the number of deaf referees involved in futsal and football

Referees in attendance at designated referee courses

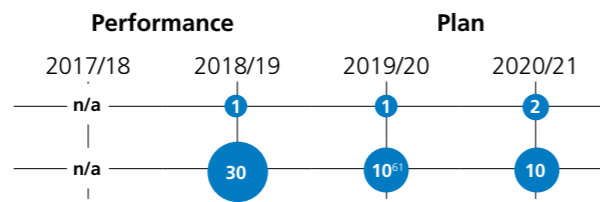


**Objective**

Boost the number of deaf coaches of deaf football teams

Coaching courses delivered

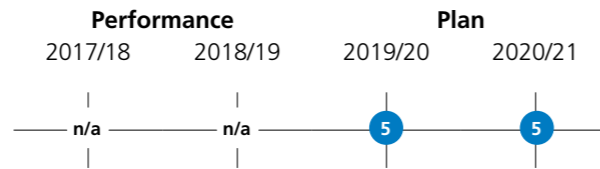
Coaches in attendance at designated coaching courses



**Objective**

Improve communication between hearing coaches and deaf players

Sign language courses for hearing football coaches with UEFA Pro, A or B Licences



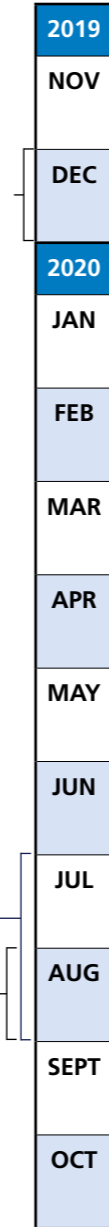
<sup>61</sup> The number of coaches was higher in 2018/19 because it was the first edition of the designated coaching course. It is expected that there will be ten in each of the following years.

<sup>62</sup> This action was delayed until next season due to time and resource demands of the three European Championships. EDSO aims to employ a development officer within the coming season in order to complete this and other tasks.

**Planned activities**

Attend the 47th Congress of the International Committee of Sports for the Deaf in Verceia, Italy, at which the 2021 Deaflympics host country will be announced

European U21 Football – Baunatal, Germany  
European Football Youth Camp 2020 – 1–8 August, Baunatal, Germany



EDSO is continuing to devise a template for development programmes, which will be shared with NAs to encourage the uptake of deaf football<sup>62</sup>

EDRU will organise a workshop for deaf referees as part of its continuing professional development

Deaflympics qualifying matches for the 2021 Deaflympics



**Concluding remarks**

“It has been a very busy season, with three European Championships in one season – U21, futsal and football – and with four members of the EDSO Football Commission involved as volunteers. EDSO is working hard to promote grassroots football with the help of our technical partner, the Deaf Soccer Academy. 11-a-side women’s deaf football is on the decline, but deaf futsal is sustainable and continues to grow.”

Andrew Scolding, EDSO director of football, football@edso.eu

## Good Practice

# Sign language course for certified football coaches

### Objective

To teach sign language to football coaches of deaf children and teams, giving them a greater capacity to communicate with one another.

### The Wow! factor

EDSO is working with the Royal Dutch Deaf Sports Association (KNDSB) to devise a sign language course for football coaches who have UEFA Pro, A or B coaching licence. The course will be modulated specifically for the needs of coaches and will better enable a hearing coach to communicate with deaf players, staff, parents, etc. The courses may vary in length, from year-long comprehensive courses to shorter, month-long modules dedicated to football and futsal-related language. By providing coaches with the opportunity to learn sign language, EDSO aims to make deaf football more inclusive and accessible to anyone who wishes to play.

### Partners

KNDSB

Royal Dutch Football Association (KNVB)



© UEFA

The number of deaf people to hold UEFA coaching licences remains quite limited from the B-level upwards<sup>63</sup>. Currently, there are a total of four deaf people holding a UEFA B licence, two holding a UEFA A licence, and one holding a UEFA Pro licence.<sup>64</sup>

### Good practice link

[Example of an online sign language course](#)  
(in Dutch)

### Related content

[International Sign](#)

[Dutch Sign Language](#)

[Deaf Soccer Academy](#)

“Since I began playing futsal, which is my favourite sport, I have seen so many deaf children not get involved in futsal because their parents wrapped them in cotton wool. This was because the parents’ fear of their child being isolated overpowered their hope that the child would be included.<sup>65</sup> The Deaf Soccer Academy has been an eye-opener for many of those children and their parents. The children are able to communicate naturally with me and my staff, all of whom are deaf. We also teach hearing children of deaf adults.”<sup>66</sup>

Ado Peljto, Deaf Soccer Academy director<sup>67</sup>

<sup>63</sup> EDSO only focuses on the UEFA B licence and above, which cover the national team level. The minimum requirement in most countries is a UEFA B licence. There is a higher number of deaf coaches with the UEFA C licence.

<sup>64</sup> According to a survey, there is no record of hearing coaches at the national deaf team level who can use their country’s sign language fluently. Hearing coaches of deaf teams have been employed on a professional or voluntary basis by the national deaf sports federation, and most of these coaches have relied on acting out training drills or using gestures so that the players will understand them. On occasion, interpreters have been used to communicate with players, but due to the additional cost, this is not possible in all countries.

<sup>65</sup> In addition, parents are concerned that coaches do not know sign language and will not be able to communicate with their children.

<sup>66</sup> This quote was communicated in and translated from Dutch Sign Language.

<sup>67</sup> Ado Peljto was one of the people responsible for creating and running the Deaf Soccer Academy in the Netherlands. He organises courses for young deaf children and is also responsible for providing staff members to run courses in neighbouring communities.

## Football for All Abilities

# European Powerchair Football Association

[europeanpfa.com](http://europeanpfa.com)



## Mission

The European Powerchair Football Association (EPFA) aims to enrich lives through powerchair football, providing more players with opportunities to take part in the beautiful game and achieve their fullest potential.

## Objectives

Grow the game by introducing new countries and players to the sport and helping associations develop.

Build a workforce by delivering training for coaches, officials and staff.

Provide competition through elite national and club competitions, and youth and development competitions and camps.

Support new countries in the development of their governance and overall structure as they build their associations.

Administer the game and promote the sport.



© Jussi Eskola



© Jussi Eskola

**“As a player, I have participated in a number of tournaments now. The organisation of the event in Finland was really good and allowed for a great tournament. The venue was great, as were the team facilities, and we had a great court to play on.”**

**Jon Bolding, England captain**

### Highlight

The second [EPFA Nations Cup](#) was held in May 2019, at the Pajulahti Sports Institute in Nastola, Finland. Organised by the EPFA and the Football Association of Finland, the event was a great joint success. Seven countries contested the EPFA Nations Cup, with Finland, Austria and Northern Ireland making debut appearances alongside France, England, Denmark and [the Republic of Ireland](#). The event was live-streamed and, for the first time, matches were available with both English and French commentary.

France, the current world champion, met England in the final, both teams serving up a great demonstration of powerchair football at the highest level. The final itself was decided on penalties, with [England claiming their first major trophy](#). The coverage of England's victory across social media and mainstream channels such as Sky Sports and the BBC took awareness of powerchair football to a new level.



© John Owens

### Main achievements

- National referees from Denmark, England and Finland were certified and added to the EPFA's panel of international referees at the International Referee Development pathway event in Cheltenham in August 2018.

< CONTENTS

- The EPFA's flagship competition for European club teams, the EPFA Champions Cup, took place in Denmark in October 2018. Ten teams from Denmark, England, Finland, France, Ireland and Switzerland took part.
- The inaugural EPFA workshop took place in Dublin in January 2019.
- Four male Spanish players and one female athlete from Belgium took part in a demonstration at the UEFA Champions Festival in Madrid, where fans of all ages were given the opportunity to sit in powerchairs for the first time and try to spin kick or shoot on goal.
- Supported by the Royal Spanish Football Federation, a two-day referee training clinic was held in Granada for 14 referees.

<sup>68</sup> The process, from first contacting a country to finalising their membership, can take one to three years. Many countries begin as associate members before moving to full membership the following year. In 2017/18, Northern Ireland became a separate member from the Republic of Ireland, Scotland and Germany went from being associate to full members, Spain joined as a new member and, after a few years' absence, Portugal renewed its associate membership.

<sup>69</sup> There is work being done to help Turkey progress from a new country contact to an associate or full member in the 2019/20 season.

<sup>70</sup> These are countries that the EPFA is working with and that are expected to become members in the future.

<sup>71</sup> Croatia was reached as a new country contact in 2017/18. However, there were not enough players this season for the association to pursue full or associate membership in 2018/19.

<sup>72</sup> Turkey.

<sup>73</sup> Home Nations event hosted at Valence School in August 2017 with England, the Republic of Ireland and Northern Ireland participating.

<sup>74</sup> EPFA Champions Cup in Denmark in Oct 2018; EPFA Nations Cup in Finland in May 2019.

<sup>75</sup> EPFA Next Generation Experience 2019 in Scotland in July/August 2019; EPFA New Generation Experience 2020 in Spain in April 2020.

<sup>76</sup> EPFA Champions Cup in Geneva in August 2020; EPFA Home Nations Cup in Scotland in October 2020.

<sup>77</sup> The KPI 'EPFA participation at either or both UEL and UCL finals fan festivals' from the 2017/18 report has been removed, as it is an annual commitment that does not vary.

**Key performance indicators**

**Objective**

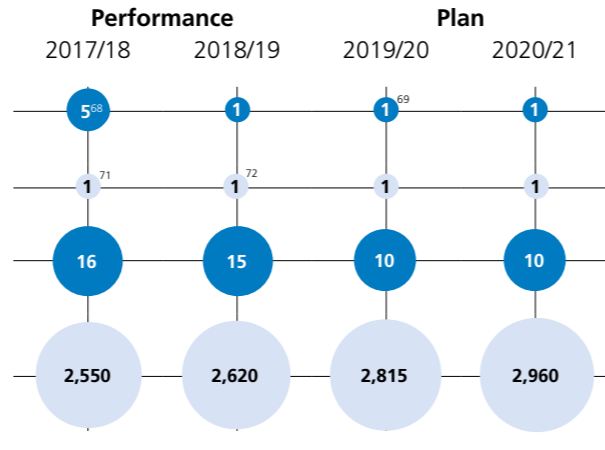
Grow the game

New associate/full member countries

New country contacts<sup>70</sup>

New powerchair football clubs

Players registered with or competing under full or associate national organisations of powerchair football



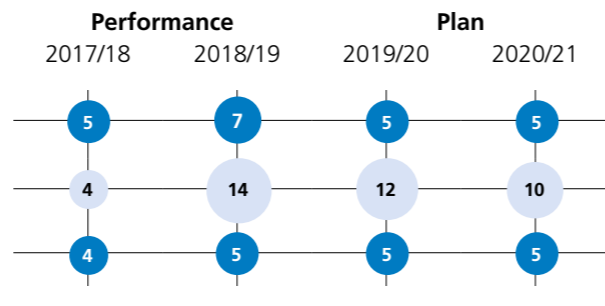
**Objective**

Build a workforce

New coaches trained

New and existing referees trained

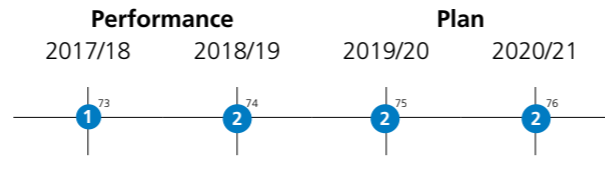
New classifiers trained



**Objective**

Provide competitive opportunities

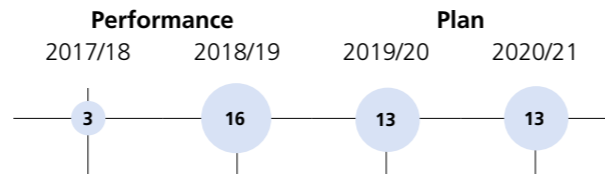
Competitions and youth development events hosted per season



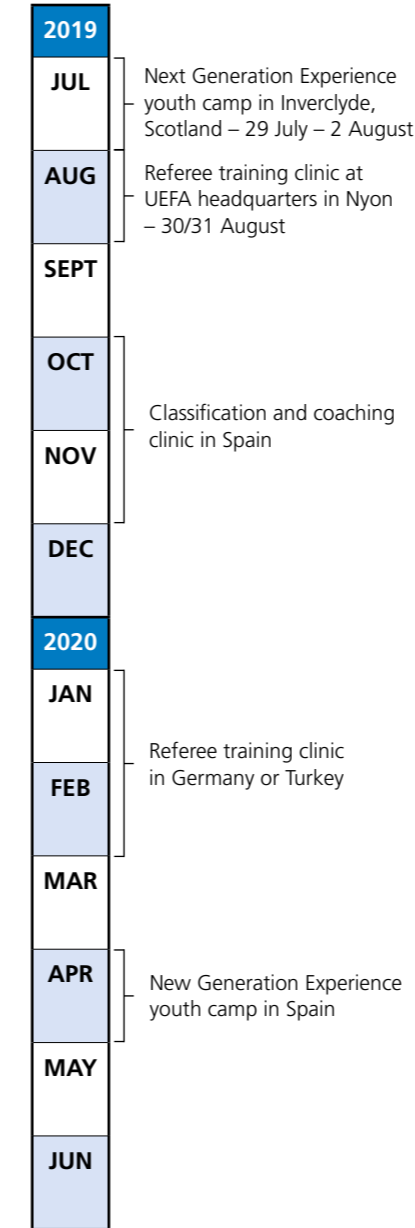
**Objective**

Raise the profile of powerchair football<sup>77</sup>

Competitions or events at which EPFA promotional or marketing materials are shown



**Planned activities**



**Concluding remarks**

“ The EPFA Nations Cup 2019 showed, once again, how good partnerships deliver great events. The EPFA and the Football Association of Finland worked together to provide a platform to showcase powerchair football at its best and give newer nations a valuable learning experience, helping them to develop further and come back stronger next time.”

Donal Byrne, EPFA president  
 president@europeanpfa.com

Good Practice

# EPFA workshop

## Objective

To bring together the national organisations of powerchair football (NOPFs) to identify issues, successes and challenges experienced by founding and new members, and to formulate ideas and plans to strengthen powerchair football in Europe in the future.

## The Wow! factor

Each NOPF was asked to present the history of the sport in their country and provide examples of one thing they do well and one thing they find challenging. Three key topics – development, funding and competitions (existing and new) – were discussed in breakout groups on the second day. The workshop also featured guest speakers and a powerchair football general knowledge quiz.

## Partners

Football Association of Ireland (FAI)  
Paralympics Ireland



© John Owens

# 70%

70% of European members attended this inaugural workshop, where they discussed new opportunities for player growth, potential new funding streams and the need for a greater variety of competitions to cater to different levels.

## Good practice links

[EPFA Workshop – Dublin 2019](#)

[EPFA Workshop Report](#)



© John Owens

**“The FAI and the EPFA worked very well together in hosting the inaugural EPFA Nations Cup in Limerick in 2014, so we were delighted to also be involved in hosting the inaugural EPFA workshop at FAI headquarters in Dublin.”**

Oisín Jordan, Football for All national coordinator, FAI

# Football for All Abilities European Amputee Football Federation

[facebook.com/EuroAMP/](https://facebook.com/EuroAMP/)



## Mission

The European Amputee Football Federation (EAFF) aims to include and support people with amputations or limb defects, increase their access to football opportunities, and use football to improve their quality of life.

## Objectives

Increase the number of players, leagues and clubs involved in amputee football in Europe.

Increase the number of children playing amputee football throughout Europe.

Generate greater interest in the discipline across Europe as a whole and in individual countries.

Integrate national amputee football federations.

Establish and develop relationships between mainstream football (associations, clubs, players) and amputee football.



© UEFA



© Piotr Kucza

**“I would like to emphasise that amputee footballers need and deserve our support. We are delighted to have had the opportunity to host an event as important as the inaugural Amputee Football Champions League. I am also happy to see UEFA backing this project.”**

Levan Kobiashvili, president, Georgian Football Federation

### Highlight

The EAFF's first ever Amputee Football Champions League was an important landmark reached in 2018/19. Held in Georgia in May 2019, the competition featured six domestic amputee football league champions from England, the Republic of Ireland, Georgia, Poland, Russia and Turkey. The immense support of the Georgian Football Federation greatly facilitated the delivery of such a high-profile event.

Giving amputee football teams an international stage triggered the establishment of new amputee football clubs in EAFF member countries and opened the door to wider cooperation with renowned football clubs across Europe. With more amputee football clubs, the EAFF hopes to increase opportunities for people with amputations or limb defects to play football closer to where they live.

# 77

There are currently 77 amputee football clubs in Europe, with that number set to grow, given the opportunity, now available, to compete on an international stage.

### Main achievements

- The European Amputee Football Junior Camp is the EAFF's flagship project for growing children's amputee football. A third camp was held in Italy in July 2018, hosting a record 70 participants aged 6 to 16. The participants came from ten





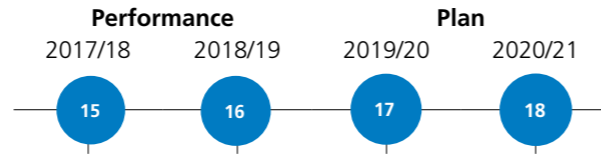
countries around Europe to train with an international coaching team.

- The fourth [EAFF Congress](#), held in Poland in March 2019, was attended by delegates from 14 countries. Many important decisions were made, including the re-election of the EAFF president and general secretary, respectively. The Azerbaijan federation was welcomed as the EAFF's 16th and newest member, the first official draw was held for the new Amputee Football Champions League, and Krakow, Poland, was selected to host the European Amputee Football Championship in 2020.
- Showcase amputee football matches held at the UEFA Europa League fan festival in Baku and the UEFA Champions Festival in Madrid promoted the discipline in front of thousands of football fans, with the help of UEFA ambassadors Luís Figo, Cafú and Roberto Carlos.
- The exchange of ideas and experiences during UEFA's annual FSR partner workshops led to the initiation of amputee football activities in [Tanzania](#) and Gaza through partnerships coordinated by the EAFF and the ICRC.

### Key performance indicators

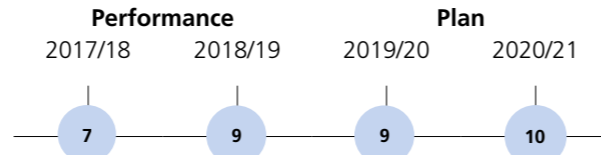
**Objective**  
Integrate national federations

EAFF member countries

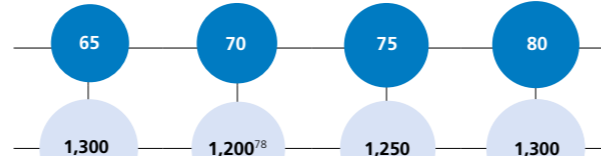


**Objective**  
Increase the number of players in Europe

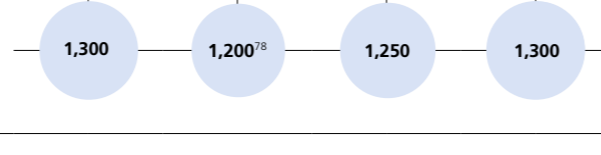
Leagues



Clubs

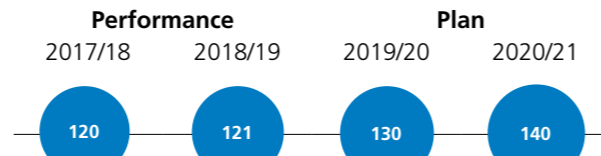


Players



**Objective**  
Increase the number of children playing

Children

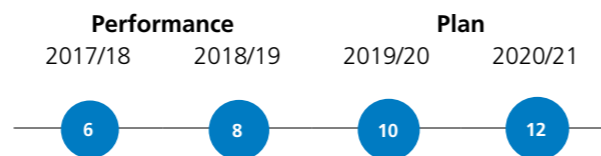


Countries with children playing

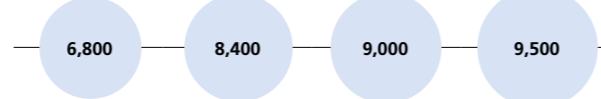


**Objective**  
Raise interest in the sport in individual countries and across Europe as a whole

International matches and other events

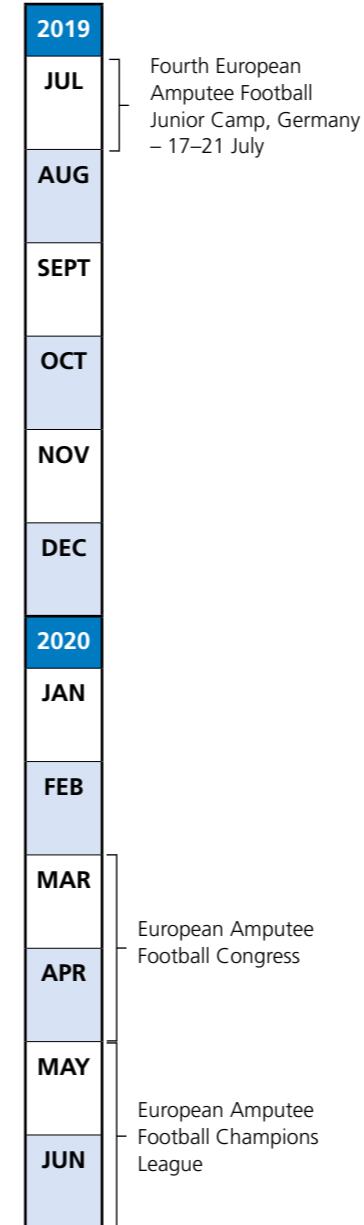


[European Amputee Football Facebook](#) followers



<sup>78</sup> Thanks to the further professionalisation of national amputee football federations, the EAFF has been able to gather more accurate data this season than last.

### Planned activities



## Concluding remarks

“ Amputee football is growing across Europe. International events for national teams, as well as domestic club championships, help to attract new players and promote the sport among football fans. Thanks to a long-term partnership with UEFA, the EAFF is also able to carry out initiatives for children and support the development of junior programmes in member countries.”

**Mateusz Widlak, EAFF president**  
m.widlak@amputeefootball.eu

Good Practice

# Amputee Football Champions League

## Objective

To organise an international competition for European amputee football clubs in order to attract new players in EAFF member countries and promote the discipline among football fans.

## The Wow! factor

The Amputee Football Champions League in Tbilisi, Georgia, was a historic event for amputee football clubs in Europe. Six domestic club champions exhibited exceptional football skills, with their matches stirring the emotions of onlooking fans. The opportunity to compete on an international stage sparked interest among several big football clubs, resulting in them setting up their own amputee football teams.

## Partners

- EAFF member federations
- UEFA
- Georgian Football Federation
- Football clubs
- Media

**650,000**

The Facebook-streamed event coverage was viewed a total of 650,000 times.

**“Why did we decide to form an amputee football team? This sport fits perfectly in our club’s DNA. Amputee players don’t give up, they fight to the very last minute, like all Legia players do.”**

Dariusz Mioduski, president, Legia Warsaw FC

## Good practice link

[EAFF Champions League video](#)

## Related content

[Cork City to compete in first-ever Amputee Champions League this weekend](#)



© Piotr Kucza

# Homeless World Cup Foundation

[homelessworldcup.org](http://homelessworldcup.org)



## Mission

The Homeless World Cup Foundation aims to use football to support and inspire people who are homeless to change their own lives; and to change perceptions and attitudes towards people who are experiencing homelessness.

## Objectives

Enable partners to engage with homeless people around the world.

Improve cooperation and learning among partners.

Support opportunities for former homeless players to progress.<sup>79</sup>

Provide opportunities for people experiencing homelessness to take part in street football.

Raise awareness of homelessness and change public perceptions.



© Homeless World Cup

### Highlight

The second half of 2018 saw an increase in the number of partners delivering football programmes for women. The [Mexico 2018 Homeless World Cup](#) engaged 16 women's teams, of which five were competing either for the first time or after a long period of inactivity. The highly competitive event and the higher profile of the women's competition resulted in an even greater number of applications from women's teams for the 2019 event.

The 2018 Homeless World Cup welcomed 450 players from 42 different countries. These teams represent only a fraction of the marginalised people involved year-round in street football programmes. Based on responses from 62 street football partners surveyed in December 2018, a total of 73,545 marginalised people participated in such programmes.

## 1.7 million

The Mexico 2018 Homeless World Cup was among the organisation's most viewed events to date, with more than 1.7 million people watching the matches live, and 2.5 million people engaging with [Homeless World Cup content](#) throughout the week.

<sup>79</sup> This includes a progression to new employment, education and housing opportunities.  
<sup>80</sup> Men's and/or women's teams from Austria, Belgium, Bulgaria, Czech Republic, England, Finland, Germany, Greece, Slovenia, Sweden and Wales.



© Daniel Lipinski / Homeless World Cup

**“Don't be afraid. If you have something you want to do, just do it. Being female is not a barrier.”**

Eva, 34, Team Indonesia

### Main achievements

- Between 2018 and 2019, the Homeless World Cup Foundation devised and began implementing a new strategic plan, aimed at increasing the organisation's global impact and positioning it as a global thought leader on topics of homelessness and sport for change.
- The [International Partners Sharing Skills](#) (IPASS) three-year European Street Football Festival project, co-funded by the EU's Erasmus+ programme, culminated this season. The initiative brought together and encouraged collaboration and learning between 22 European street football partners and was one of the many ongoing

IPASS initiatives aimed at engaging the street football network around the world.

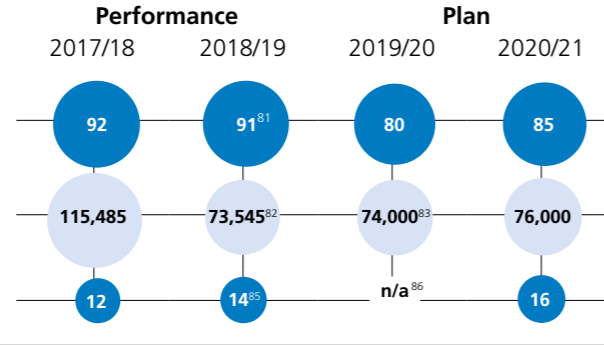
- The [2018 European Street Football Festival](#) in Graz, Austria, combined personal development workshops for players with a public tournament for 14 teams representing 11 nations across Europe.<sup>80</sup>
- The Homeless World Cup Foundation delivered referee courses in Graz in July 2018 and in Cardiff, Wales in June 2019, in coordination with the Royal Netherlands Football Association and Homeless World Cup street football partners. Women's participation increased this season, with women accounting for about 60% of all graduates.

**Key performance indicators**

**Objective**

Enable partners to engage with people who are homeless around the world

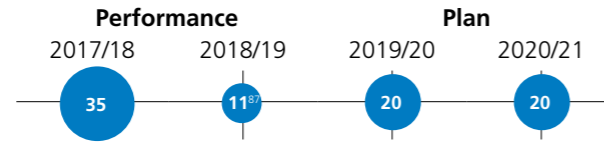
Teams applying for the annual tournament



**Objective**

Improve cooperation and learning among partners

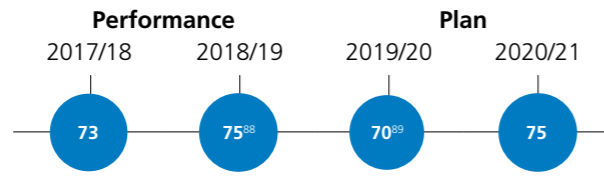
Partners attending IPASS events



**Objective**

Provide opportunities for people experiencing homelessness to take part in street football programmes

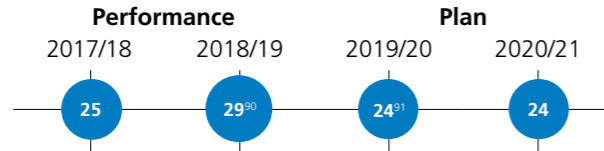
Partners



**Objective**

Provide opportunities for player progression and support

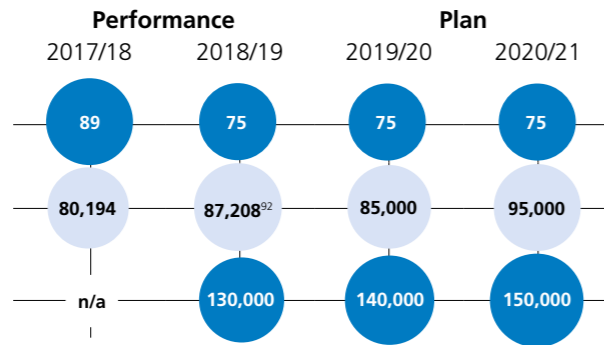
Players completing training programme (80% pass rate)



**Objective**

Raise awareness and educate the public on homelessness and street football as a solution

Percentage of surveyed spectators who agree that perceptions have changed



<sup>81</sup> 58 men's and 33 women's teams. There has been a significant increase in interest in and applications for the women's competition, with some countries applying to compete in both the men's and women's competitions for the first time.

<sup>82</sup> Original target of 83,000. Actual number based on data from 62 street football partners.

<sup>83</sup> This and future targets have been updated based on strategic review.

<sup>84</sup> The 2017 European street football festival was held in Sofia, Bulgaria, and the 2018 edition in Graz, Austria. It is considered both a continental and a regional event, as it is open only to European teams; the intention is to recreate the model in the future on other continents.

<sup>85</sup> Exceeded original target of 12.

<sup>86</sup> Not applicable for 2019/20 (based on strategic review).

<sup>87</sup> Original target of 20. Actual number reflects early conclusion of project as qualitative objectives already met.

<sup>88</sup> Exceeded target of 70.

<sup>89</sup> Number of street football partners forecast to drop in 2019/20, as a new partner framework will be implemented and partners' alignment with the organisation will be evaluated. This and future targets have been updated accordingly.

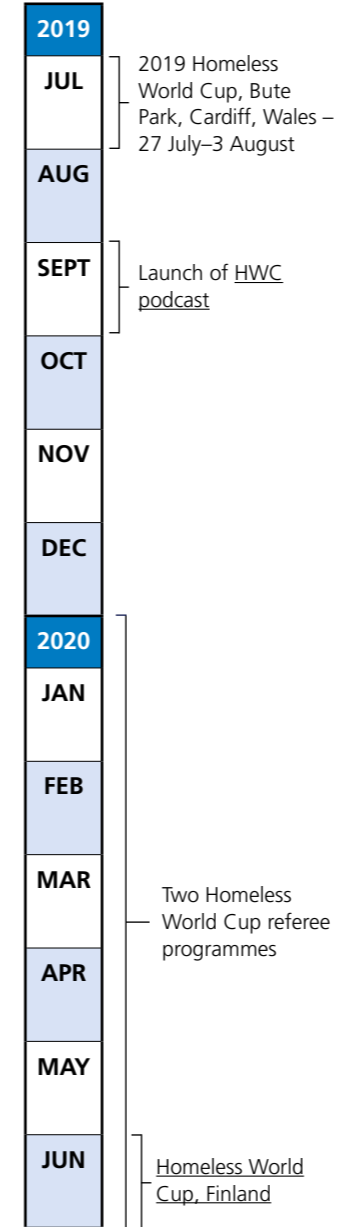
<sup>90</sup> 17 women and 12 men.

<sup>91</sup> This and future targets have been raised based on the success of the programme.

<sup>92</sup> Exceeded original target of 80,000.

<sup>93</sup> Original KPI was social media impressions, however the algorithm Facebook uses has changed. The KPI and future targets have been amended accordingly.

**Planned activities**



**Concluding remarks**

“ Changing perceptions around homelessness is key to creating more inclusive societies. With UEFA’s support, and through our annual tournament and global network of street football partners, the Homeless World Cup Foundation demonstrates how football can be used to help people change their own lives and to address negative stereotypes.”

James McMeekin, chief operating officer, HWC Foundation  
james@homelessworldcup.org

Good Practice

# European Street Football Festival, Graz 2018

## Objective

To create opportunities for the Homeless World Cup Foundation's national street football partners to host an international event and use it to establish new long-term partnerships and relationships with local stakeholders.

## The Wow! factor

The 2018 European Street Football Festival in Graz helped the Homeless World Cup Foundation's Austrian Street Football Partner to engage new public and private sector stakeholders to boost the impact of their year-round activities. The event had a smaller overall footprint, budget and capacity than the annual Homeless World Cup, but it had much the same local impact and left a similar legacy on the host city.

The Austrian Street Football Partner was able to challenge local perceptions towards homelessness, influence policy makers, advocate the theory of change, develop new strategic partnerships and sponsorship, and create opportunities for people with refugee status, experiencing homelessness, suffering from substance abuse or otherwise facing social exclusion.

## Partners

14 teams (men's and/or women's teams) from 11 national street football partners

Caritas Austria

A&O Hotels

Regional government (Styria)

Graz City

Coaches Across Continents

Sport psychologists

Filmmakers

# 90%

Of the players surveyed, 90% said the festival improved their teamwork, 90% felt they gained in confidence, 81% improved their relationship-building skills, and 76% improved their communication skills.

## Good practice link

[Graz 2018 – European Street Football Festival](#)

## Related content

[European Street Football Festival 2018 – video](#)

[Social street football returns to Graz in July 2018 with the "European Street Football Festival" \(in German\)](#)

[#grazspieltwieder video \(in German\)](#)

[European Street Football Festival Graz 2018 Webisode 1 \(in German\)](#)

[European Street Football Festival Graz 2018 Webisode 2 \(in German\)](#)

[European Street Football Festival Graz 2018 Webisode 3 \(in German\)](#)

**// You just can't tear yourself away from it. Once you see the atmosphere and the positive impact these programmes have on their participants, you have to be a part of it."**

Beatrice Thirkettle, Graz 2018 ESFF volunteer



© Homeless World Cup

# Centre for Access to Football in Europe

[www.cafefootball.eu](http://www.cafefootball.eu)



## Mission

The Centre for Access to Football in Europe (CAFE) works towards a game that is inclusive and welcoming for all disabled people, whether as fans, players, coaches, officials, administrators, decision-makers or leaders. This is called Total Football #TotalAccess.

## Objectives

Improve access and promote more inclusive matchdays for disabled fans at European stadiums.

Increase the number of disabled fans attending matches.

Raise access and inclusion awareness across the UEFA region.

Give disabled people the opportunity to take their rightful place within football as employees and decision-makers.



### Highlight

The third International CAFE Conference – Total Football #TotalAccess – was held in November 2018 at Estadio San Mamés in Bilbao, Spain. Attendees came together to share best practices, consider future improvements and celebrate improved access and inclusion in the game.

# 200

With over 200 delegates from more than 30 countries, this was the largest of CAFE's international conferences to date.

The featured sessions covered a range of topics, including innovative accessible matchday services and facilities, how to facilitate inclusive employment within football, the power of technology and how to empower disabled people through user-led pan-disability groups.

UEFA and FIFA both presented at the conference, providing updates on the [2018 FIFA World Cup](#), UEFA EURO 2020, the disability access officer (DAO) project and UEFA's #EqualGame campaign.

Based on feedback from the 2015 conference, the 2018 agenda included a networking evening for attendees to meet new people, strengthen relationships and discuss potential collaborations.

The first ever [CAFE Access and Inclusion Champions awards ceremony](#) was held at the conference, celebrating individuals who have made football a more inclusive sport and industry.

Further information may be found in the [2018 Delegate Feedback Report](#).



**“The conference showed that those fighting to improve inclusion in football are not alone and that there are many other like-minded people in the world hoping to change things for the better.”**

**Olga Dorokhina, programme manager,  
Georgian Committee of the Helsinki Citizens Assembly**

**Main achievements**

- The CAFE Week of Action 2019 – the seventh campaign of its kind – was the largest to date, with activities taking place in 36 different countries. Stakeholders from across the game joined CAFE in celebrating improved access and inclusion in football and highlighting the many diverse roles that disabled people can play within the game.
- CAFE established a DAO network, holding its first group meeting in January 2019 at FC Barcelona’s Camp Nou. Working together to support the growth of the disability access officer (DAO) role, the current group consists of over 30 DAOs from clubs and national associations across Europe.
- CAFE continued to advise UEFA on access and inclusion at UEFA tournaments and finals to ensure that disabled fans can enjoy positive experiences. Ahead of each UEFA final this season, CAFE produced disabled spectators guides, which included access information on topics such as public transport, accommodation and stadium facilities.
- CAFE continues to facilitate the growth of audio-descriptive commentary (ADC) within European football stadiums. This season, six countries hosting UEFA tournaments or finals received the matchday service for the first time.
- To support clubs, stadiums and other stakeholders in improving access and inclusion, CAFE has published a number of additional advice and guidance documents this season, including guidance notes on inclusive employment and installing sensory viewing rooms at stadiums.

**Key performance indicators**

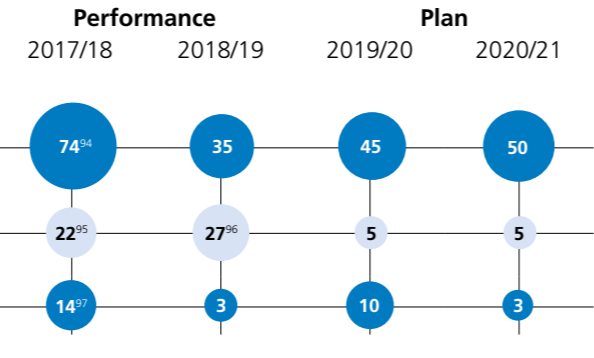
**Objective**

Improve access and make matchdays more inclusive for disabled fans at European stadiums

Clubs, stadiums and NAs introduced to the UEFA-CAFE good-practice guide Access for All

Stadium access appraisals completed, identifying a benchmark of existing facilities

Additional clubs/venues with audio-descriptive commentary (ADC)



**Objective**

Increase the number of disabled fans attending matches

Additional stadium webpages completed with access information on CAFE website

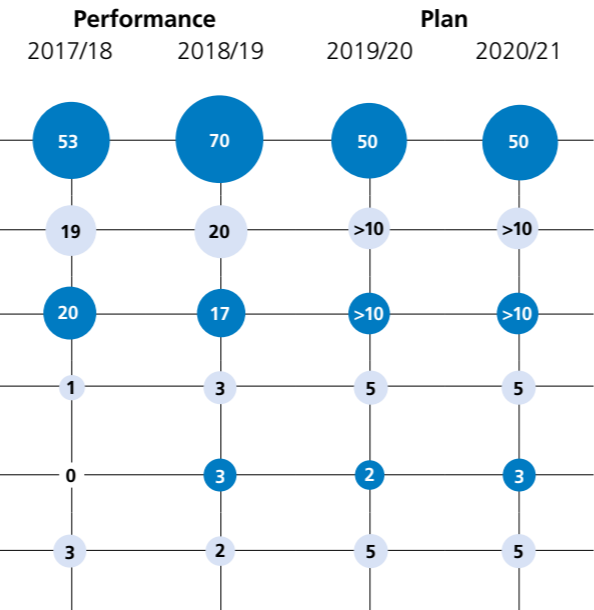
Increase in Twitter followers (%)

Increase in Facebook followers (%)

New disabled spectator groups (club)

New disabled spectator groups (national)

Meetings between a club/national association and its fans, initiated or mediated by CAFE, with a view to setting up a disabled spectator group



<sup>94</sup> A large number of clubs, stadiums and national associations received the Access for All guide via DAO training seminars throughout the year.

<sup>95</sup> Higher than usual due to appraisals carried out in Russia ahead of the 2018 FIFA World Cup.

<sup>96</sup> Higher than usual due to appraisals carried out ahead of UEFA EURO 2020 and in association with projects in the Faroe Islands, Portugal and Russia.

<sup>97</sup> Mobile service in Switzerland used in all stadiums in the Swiss Super League (three stadiums have ADC provided on a rolling basis each week).

**Objective**

Raise awareness of access and inclusion throughout UEFA region

Disability inclusion and etiquette courses delivered to NAs, clubs and fan groups

People who have received disability inclusion and etiquette training

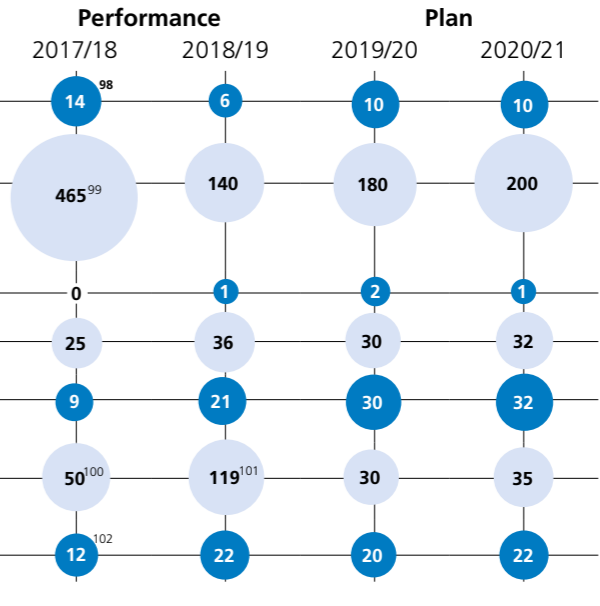
CAFE/access ambassadors appointed

Countries involved in CAFE Week of Action

NAs involved in CAFE Week of Action

Clubs involved in CAFE Week of Action

Fan groups involved in CAFE Week of Action



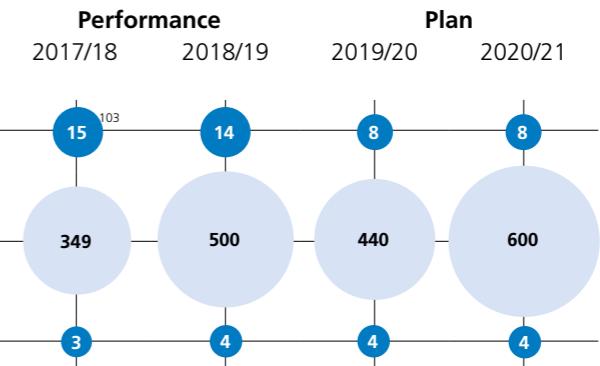
**Objective**

Appointment of dedicated DAOs by clubs and national associations across UEFA region

DAO courses conducted (for NAs or disabled supporters’ associations)

New club-appointed DAOs

HatTrick funding applications supported by CAFE



<sup>98</sup> Does not include national associations, clubs or fan groups present at other events where CAFE was invited to present.

<sup>99</sup> Does not include national associations, clubs or fan groups present at other events where CAFE was invited to present.

<sup>100</sup> Does not include clubs participating in England and Wales under Level Playing Field.

<sup>101</sup> Does not include clubs participating in England and Wales under Level Playing Field.

<sup>102</sup> Does not include fan groups participating in England and Wales under Level Playing Field.

<sup>103</sup> Does not include DAO training given at other events where CAFE was invited to present.



© CAFE

**Planned activities**

<b>2019</b>	
<b>AUG</b>	
<b>SEPT</b>	Second DAO Network Group meeting
<b>OCT</b>	hosted by RB Leipzig – 15/16 October
<b>NOV</b>	Establishment of working group on non-visible disabilities
<b>DEC</b>	Ten-year anniversary of UEFA and CAFE's cooperation to be celebrated together with CAFE's International Day of Disabled People – 3 December
<b>2020</b>	
<b>JAN</b>	
<b>FEB</b>	
<b>MAR</b>	CAFE Week of Action 2020 – Total Football #TotalAccess – 7–15 March
<b>APR</b>	
<b>MAY</b>	Audio-descriptive commentary to be provided in at least two languages (local language and English) at every match during EURO 2020, with the service used for the first time in 7 of the 12 venues – June/July
<b>JUN</b>	
<b>JUL</b>	



## Concluding remarks

“ 2018/19 has been a challenging but hugely successful season for CAFE. We held our largest international conference and CAFE Week of Action campaign to date, which raised awareness and interest in the topic of access and inclusion. By improving the quality and availability of accessible services such as audio-descriptive commentary and by promoting the employability of disabled people, we are continuing to work towards a game that truly is welcoming for all. While we are making progress, there is still a long way to go to ensure that disabled people – the largest minority group in the world – are able to take their rightful places in the game.”

Joanna Deagle, CAFE managing director  
joanna@cafefootball.eu



Good Practice

# Disability Access Officer Network Group

## Objective

To encourage and enable disability access officers to share local experiences, provide advice and guidance to colleagues from across Europe, and help develop the role of the DAO.

## The Wow! factor

Experienced DAOs from over 30 clubs and national associations came together to establish this user-led expert group. The first meeting was held at FC Barcelona's Camp Nou, after which the group began working closely together, drawing on the strengths and experiences of its members to advise on access and inclusion at a local level and developing policies and sharing best practices on a European level.

## Partners

- FC Barcelona
- UEFA club licensing unit
- Attendees from 7 national associations, 2 leagues and 15 clubs
- International Blind Sports Federation (IBSA)
- Level Playing Field
- KickIn!/BBAG
- SD Europe

800

Almost 800 people have attended CAFE disability access officer training seminars since August 2017.

## Good practice link

[First Disability Access Officer Network Group meeting kicks off in Barcelona](#)

## Related content

- [CAFE DAO portal](#)
- [UEFA-CAFE Disability Access Officer Handbook](#)



**“A huge thank you to all at CAFE for creating the DAO Network Group and for organising this first meeting. Hopefully, the group will help to achieve Total Football #TotalAccess across all of football.”**

Alexis Dobbin, disability access officer at Celtic FC

# Colour Blind Awareness

[colourblindawareness.org](http://colourblindawareness.org)



## Mission

Colour Blind Awareness aims to highlight the issues affecting colour-blind people, including fans, players and employees, and achieve equal access for every colour-blind person, no matter how they engage with football.

## Objectives<sup>104</sup>

Raise awareness of access and inclusion for people with colour blindness throughout the UEFA region.

Minimise the number of matches made inaccessible by kit clashes at all levels of the game.

Increase the number of coaches trained to ensure colour-blind players can distinguish between kits, equipment and tactical training information at all levels of the game.

Increase awareness among stadium operators of the safety, security and service implications of colour blindness on effective stadium operations.



© FA

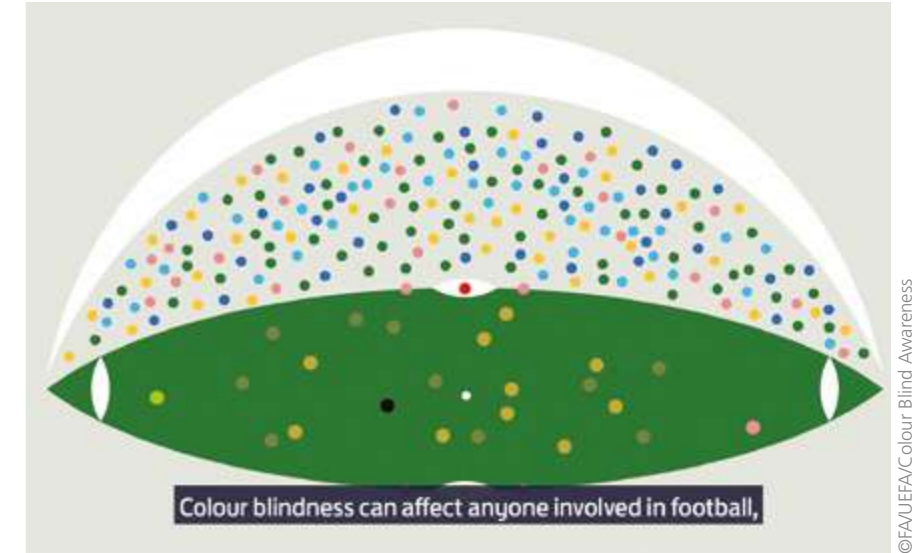
### Highlight

On 6 September, as part of Colour Blind Awareness Day 2018, Colour Blind Awareness published two videos – [Colour Blindness in Football](#) and [The Colourful Game](#) – to introduce the European football community to the issues facing colour-blind people. Both videos were created in partnership with the English FA and UEFA. One is a short animation that introduces all of the aspects of football where colour blindness can cause problems. The other is a mini-documentary featuring colour-blind players from different levels of the game explaining the impact colour blindness can have on both their performance and their overall enjoyment of football.

Both videos have proven to be invaluable resources in underlining important messages about colour blindness in football. They can be used in numerous ways, including using short clips, quotes or soundbites in training sessions, presentations and social media posts.

# 450,000+

On the [English FA's Twitter account](#) alone, the animated video generated 450,000+ impressions and 45,000+ follow-up posts.



©FA/UEFA/Colour Blind Awareness

**“ The Colour Blind Awareness animation was one of our top three posts of the month on Twitter.”**

English FA communications team

<sup>104</sup>The wording of the objectives has changed slightly from last year's report to more accurately reflect 'Colour Blind Awareness' work as it develops.

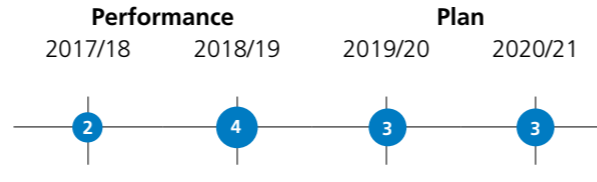
**Main achievements**

- The English FA's webinar for grassroots coaches, delivered in April 2019, attracted over 70 participants from across England and gained fantastic feedback on social media.
- The English FA nominated Colour Blind Awareness for a 2019 UEFA Foundation for Children Award, which it won. As a result, Colour Blind Awareness received €45,500 to provide grassroots children's coaches and physical education teachers with bespoke training to increase their awareness of colour blindness.
- A series of two-sided factsheets were created for professional clubs, each focusing on a specific topic such as colour-blind-friendly ticketing and colour-blind-friendly stadiums, or providing a general introduction to colour blindness for clubs. The factsheets were given to all 92 Premier League and English Football League clubs.
- In collaboration with the English Sports Ground Safety Authority, Colour Blind Awareness created the first formal advice for stadium operators on the impact of colour blindness in stadiums, contained in an eight-page annex to the sixth edition of the Guide to Safety at Sports Grounds. The information is also being incorporated into the annexes of the Council of Europe Convention on Spectator Violence and Misbehaviour at Sports Events.
- In December 2018, Colour Blind Awareness gave a presentation to the Council of Europe on the issues of colour blindness in football. As a result, Colour Blind Awareness now has official observer status to the Council of Europe's Standing Committee of the European Convention on Spectator Violence.

**Key performance indicators<sup>105</sup>**

**Objective**  
Raise awareness throughout the entire UEFA region

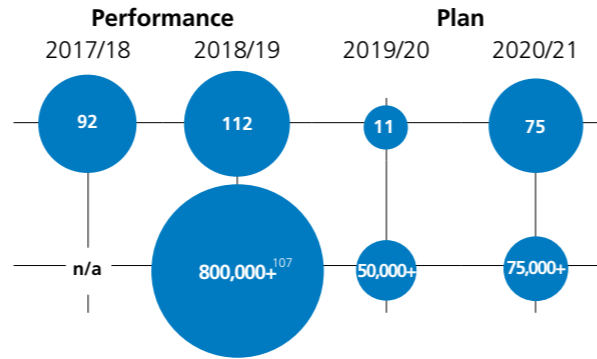
Presentations given at football-related conferences



**Objective**  
Minimise the number of inaccessible matches

Clubs and NAs informed of accessibility initiatives

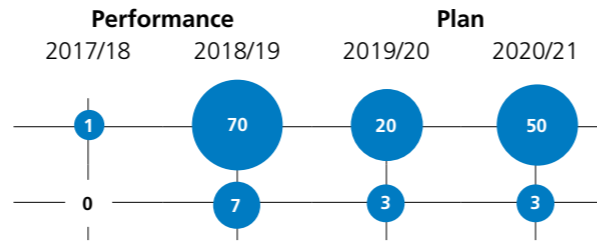
Social media impressions<sup>106</sup>



**Objective**  
Increase the number of coaches trained to support colour-blind players

Clubs participating in coach/coach educator training sessions

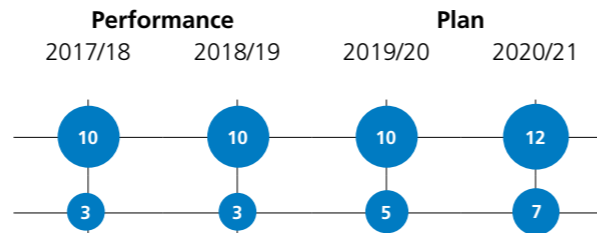
NAs participating in coach/coach educator training sessions



**Objective**  
Increase awareness among stadium operators

Stadium audits provided for stadium operators/clubs

Elite clubs directly advised

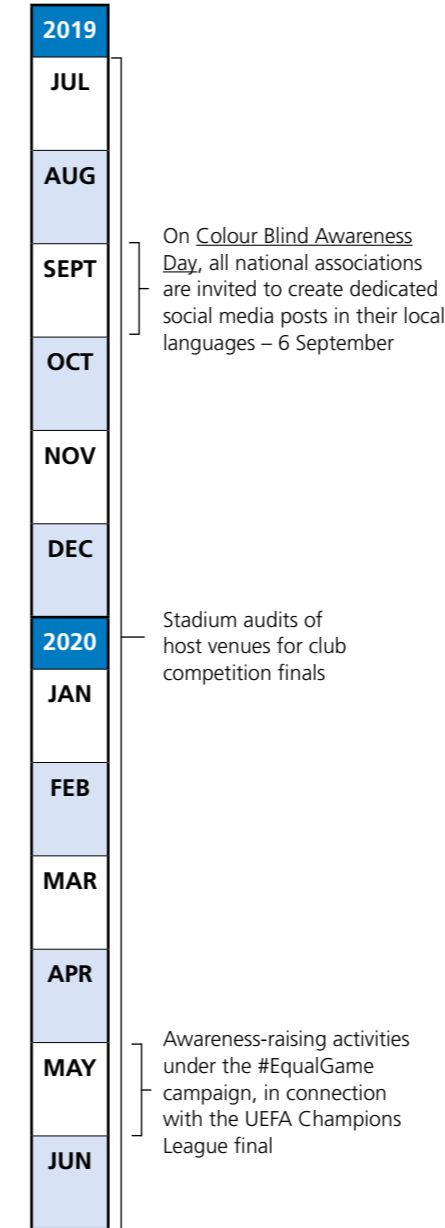


<sup>105</sup>The KPIs have been adapted according to the revised objectives for 2018/19 and the level of preparedness of different stakeholders.

<sup>106</sup>As of the 2018/19 season, this is an estimate of the total number of impressions on Twitter of posts that copy or notify @colourblindorg

<sup>107</sup>Higher than expected or forecast for subsequent seasons since there were two live TV interviews this season, which generated a lot of tweets.

**Planned activities**



**Concluding remarks**

“The continued support of UEFA enables us to extend the reach of our awareness programme within national associations and to influential organisations including the Council of Europe. It provides us with fantastic opportunities to bring our inclusivity message to the wider European population.”

**Kathryn Albany-Ward,**  
founder and CEO, Colour Blind Awareness  
kathryn@colourblindawareness.org

Good Practice

# Colour blindness in football animation

## Objective

To reach a large number of people via social media in a way that is engaging and very easy to share.

## The Wow! factor

In the animation, the iconic Wembley Stadium is presented in the form of an 'eye' to attract attention and to demonstrate the basic facts in a way that an audience with no prior knowledge of colour blindness would find it easy to relate to. The creative visuals used demonstrate how colour vision problems arising in the eye can directly affect people's enjoyment of football.

## Partners

The English FA  
The Media Group  
UEFA

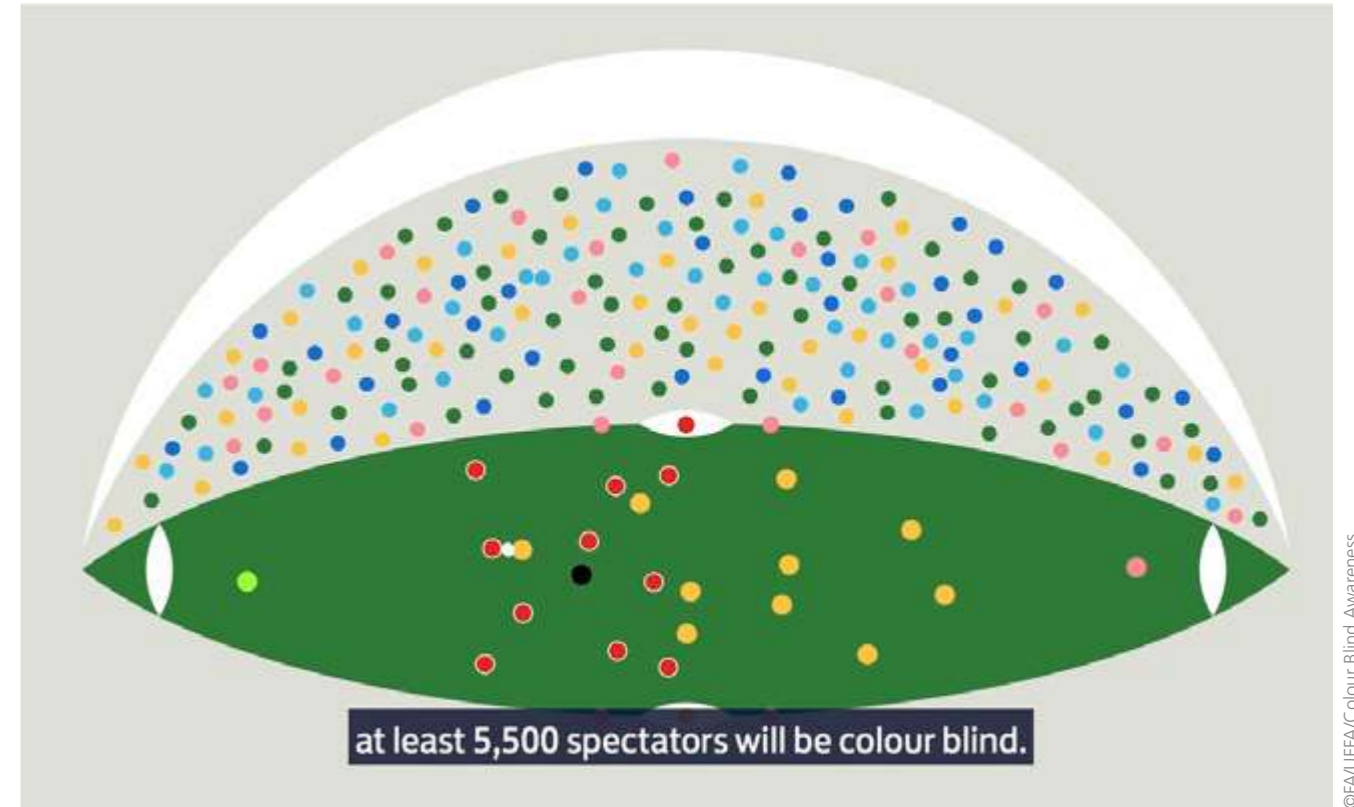
The animation was specifically designed to enable subtitles in other languages. This was used to great effect when the animation was shown with Spanish subtitles at the #EqualGame zone during the UEFA Champions Festival in Madrid.

**As someone who is colour blind it's refreshing to see it discussed. It is one of the hardest things to explain and can quite often be embarrassing. This isn't something just for the @FA to raise [;] it should be raised to the wider world. @EASPORTSFIFA [definitely] should look at this!"**

Twitter user

## Good practice links

- [Colour Blindness and Sport](#)
- [Tweet – 'Cones and bibs'](#)
- [Tweet – 'Excellent animation'](#)
- [Tweet – 'Colour blind coach'](#)





# Environment

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[panda.org](http://panda.org)



## Mission

WWF's mission is to stop the degradation of our planet's natural environment and build a future in which people live in harmony with nature.

## Objectives

Secure more ambitious climate commitments from governments at national and global levels with a view to achieving the Paris Agreement objectives.

Reinforce the role of non-state actors (cities, companies, financial institutions, etc.) in leading climate action towards achieving the Paris Agreement objectives.

Maximise the impact of the Paris Agreement by aligning climate targets with other global agreements, including the Sustainable Development Goals (SDGs).



**“Climate change is the greatest challenge facing our world, threatening the delicate web of life that sustains ecosystems and the lives and livelihoods of millions of people. Our leaders have the power to change this, to be part of history as we shift to a low-carbon world. This starts with increasing climate action reflected in individual country climate plans.”**

**Manuel Pulgar-Vidal,**  
leader, WWF Climate and Energy Practice

### Highlight

The world is moving from a state of climate urgency to one of climate emergency. To keep our planet habitable and ensure that the rise in global temperature does not exceed 1.5°C, countries need to make stronger climate commitments and update their action plans to reduce emissions, taking into account the country's domestic circumstances and capabilities. These action plans are known as Nationally Determined Contributions (NDCs) to the Paris Agreement. A key part of WWF's climate work is advocating for more ambitious NDCs.

The #pandahub pavilion hosted a series of dialogues and events, tackling climate change and bringing together initiatives to help underpin a global deal for nature and people. The #pandahub pavilion enabled strategic meetings with high-level decision-makers – their involvement supports the WWF's work with national governments, with the overall goal being more climate commitments and stronger global policies.

## 52

**WWF's 52 events in the #pandahub pavilion at COP24 in Poland in December 2018 brought governments and other stakeholders together to co-design plans to meet the goals of the Paris Agreement and push countries towards submitting stronger NDCs.**

COP24 offered encouraging signs of heightened ambitions, but all countries still need to step up their efforts to address the climate crisis. To enhance this collective action, WWF has established a global network that brings together national coalitions to campaign for stronger rules for the implementation of the Paris Agreement, as well as heightened ambition for climate action.

**Main achievements**

- The Katowice Rulebook, a precise, detailed set of procedures and mechanisms to ensure the implementation of the Paris Agreement, was signed by nearly 200 countries at the COP24 UN climate talks. WWF carried out advocacy work among policymakers at national and international levels to ensure that key recommendations were successfully included in the Rulebook.
- With partners, WWF developed a methodology and platform to help companies align their climate targets to the 1.5°C benchmark. The Science-Based Targets initiative aims to drive ambitious corporate climate action and boost companies' competitive advantage in the transition to a low-carbon economy.
- WWF brought together domestic non-state actors, such as cities, private sector parties, investors, universities and civil society in Japan, Mexico and Argentina to create national alliances for climate action that are committed to supporting the achievement and enhancement of their countries' climate goals and driving greater climate action.
- People in over 188 countries and territories joined Earth Hour in March 2019, switching off the lights in a symbolic show of solidarity for our planet. Individuals, businesses, organisations and cities joined the movement to raise awareness and pledge support for nature preservation and climate action. Among football's stakeholders, the efforts of Swansea City FC who have supported Earth Hour in Wales for over six years by switching off lights at Liberty Stadium and posting on social media are very welcome. To celebrate Earth Hour 2019, the club also pledged to wash kits at 30°C.

**Key performance indicators**

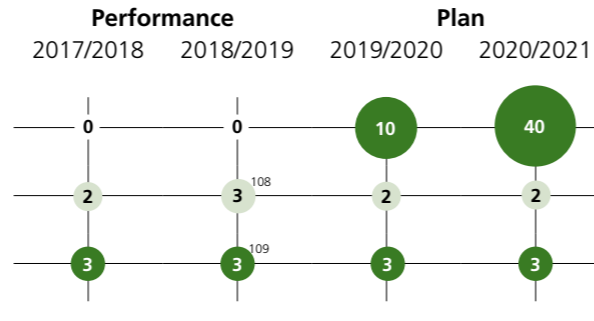
**Objective**

Secure greater climate ambition from governments

Countries making more ambitious commitments under the Paris Agreement

COP outcomes that include WWF recommendations

Intergovernmental event/meeting outcomes that integrate WWF input



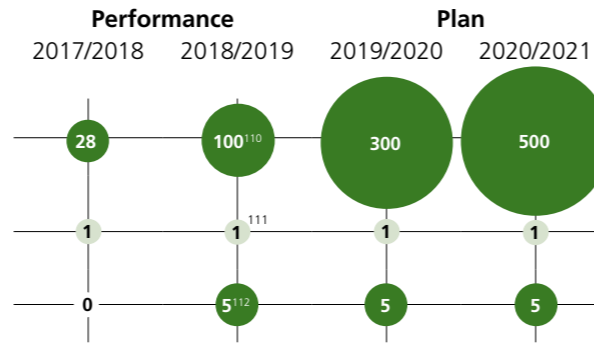
**Objective**

Reinforce the role of non-state actors

Stakeholders pledging support in line with a 1.5°C climate change threshold

Coalitions publishing 1.5°C sectoral climate roadmaps

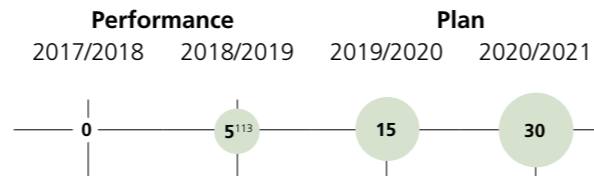
Cities committed to implementing climate actions in line with WWF recommendations



**Objective**

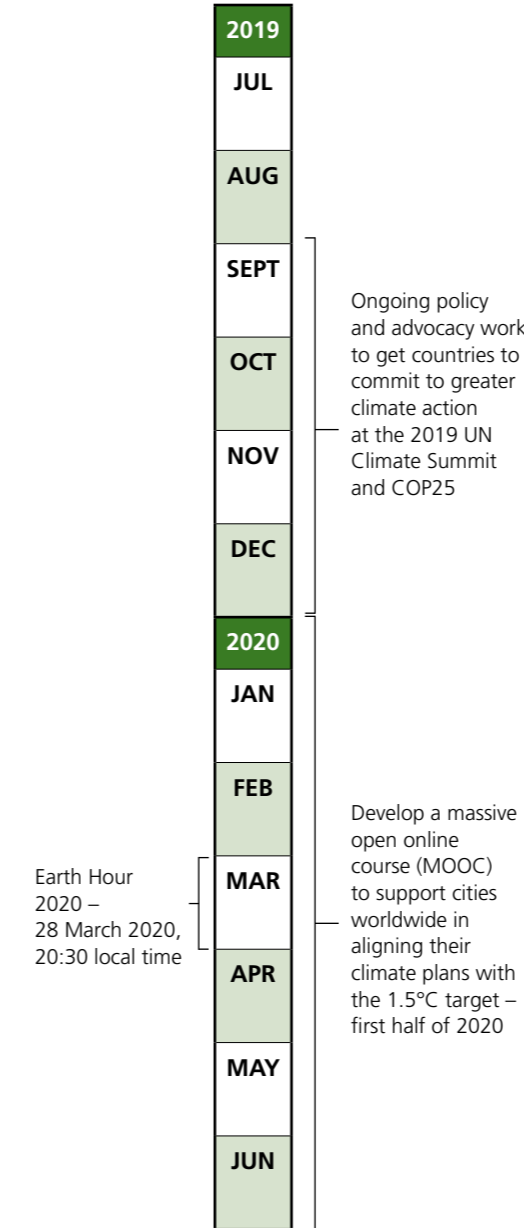
Maximise the impact of the Paris Agreement

Governments adopting an integrated approach to climate targets in line with WWF recommendations



<sup>108</sup> WWF recommendations with regards to mitigation in NDCs, regular global stocktakes and transparency of action and support were integrated into the Katowice Rulebook.  
<sup>109</sup> IPCC, IPBES and Global Climate Action Summit.  
<sup>110</sup> 40 companies and 60 cities.  
<sup>111</sup> Exponential Climate Action Roadmap, launched at GCAS in September 2018.  
<sup>112</sup> Paris, Rouen, Agglo Grand Paris Sud, Uppsala, Lund and Umeå.  
<sup>113</sup> Part of the 30x30 Forest, Food and Land Challenge: New Zealand, Costa Rica, Norway, Peru and the UK. See full list at <https://climatelandchallenge.org/#involved>.

**Planned activities**



**Concluding remarks**

“ Climate, nature and sustainable development are intrinsically linked. [...] We need the world to come together for an ambitious, science-based New Deal for Nature and People by 2020 to pull our planet back from the brink of decline and reverse the catastrophic loss of nature.”

Marco Lambertini, director general, WWF International  
 gland.office@wwfint.org

Good Practice

# WWF as a global ambassador speaking out for greater climate ambition

## Objective

To advance the international climate agenda at the Global Climate Action Summit (GCAS)<sup>114</sup> in September 2018, setting the stage for cities, businesses, local communities and other stakeholders to ‘step up’ and shape solutions ahead of COP24.

## The Wow! factor

WWF’s climate and energy leader, Manuel Pulgar-Vidal, held a seat in the GCAS Advisory Committee. In this role, he helped shape the GCAS programme and brought together more than 150 stakeholders around the [30x30 Forests, Food and Land Challenge](#) coalition, whose joint actions aim to reduce greenhouse gas emissions from land use.

## Partners

Through Manuel Pulgar-Vidal’s leadership, WWF was able to mobilise a coalition of 150+ stakeholders around climate action, including some major European actors such as Danone, the European Climate Foundation and Chatham House.

<sup>114</sup>The Global Climate Action Summit was a one-off event that took place in 2018. It was hosted in San Francisco by California Governor Jerry Brown.

17

During GCAS, [17 land-oriented climate action announcements](#) were made under the umbrella of the [30x30 Forests, Food and Land Challenge](#).

## Good practice link

[Land: The overlooked part of the climate solution](#)

## Related content

[Global Climate Action Summit](#)



“These unprecedented times call for unprecedented collaborations. The massive nature of the climate challenge means that everyone needs to take part [...]. Fortunately, allies from every sector of society and every corner of the globe are beginning to surge.”

Manuel Pulgar-Vidal, leader WWF climate and energy practice



# South Pole

[southpole.com](http://southpole.com)



## Mission

South Pole accelerates the transition to a sustainable and climate-smart economy and society.

## Objectives

Raise environmental awareness by tracking the CO<sub>2</sub> footprint of all flights booked and taken by UEFA and providing monthly CO<sub>2</sub> calculation reports.

Accelerate emissions reductions by helping UEFA invest in high-quality carbon credits to compensate for the emissions it generates through air travel.

Contribute to the organisation of carbon-neutral competitions and tournaments.

### Highlight

# 34,475.5

In 2018/19, UEFA offset 34,475.5 tonnes of greenhouse gas emissions.

This brings the total emissions offset by UEFA over its decade-long partnership<sup>115</sup> with South Pole to a remarkable 214,343 tonnes.

This season, UEFA purchased carbon credits from the Dora II geothermal project, located in the district of Köşk in southwest Turkey's Aydın province. Not only does the Dora II project improve energy security, but it also helps develop Turkey's geothermal industry while simultaneously enhancing grid infrastructure and stability with new transmission lines.

The project also contributes to regional vocational diversity by creating new job opportunities in an otherwise agrarian society. This emissions reduction project is a [Gold Standard](#)<sup>116</sup> project, which certifies its meaningful climate action and sustainable development impacts.

<sup>115</sup>UEFA first started offsetting its carbon emissions with South Pole's Australian subsidiary Climate Friendly in 2009, making it the first major sports organisation to invest in certified carbon compensation projects.

<sup>116</sup>Gold Standard is a standard for certification of voluntary emission reduction projects, established and administered by the not-for-profit organisation Gold Standard Foundation.

**“By purchasing carbon credits from the Dora II geothermal plant, UEFA is providing crucial revenue for the project to maintain and develop the plant, improving the scale and supply of renewable electricity in Turkey and creating permanent employment opportunities for locals. Through this investment, UEFA is contributing to the national and regional development of the geothermal sector in a country that is still heavily reliant on fossil fuel imports.”**

**Aude Perrine, head of carbon offering, South Pole**

### What is carbon compensation?

Carbon compensation is an internationally recognised way to take responsibility for unavoidable carbon emissions. It means compensating for an individual or organisation's greenhouse gas emissions (in other words, their carbon footprint) by preventing the same level of emissions from entering the atmosphere elsewhere on earth. As climate change is a global problem, it doesn't matter where exactly on earth an emission reduction occurs.

### What are carbon credits?

A carbon credit is a certificate that corresponds to the reduction or avoidance of one tonne of CO<sub>2</sub> equivalent. By purchasing carbon credits, an organisation can support the development of initiatives such as renewable energy, energy efficiency and forestry projects that also support local communities. Find out more in this [video](#).



©South Pole

**Main achievements**

- The Dora II project saves over 40,058 tonnes of CO<sub>2</sub> on average each year, reducing local air pollution, improving Turkey's energy security, and fostering regional development. The project supplies an average of 70,000MWh of clean renewable electricity to Turkey's national grid annually, enough to power around 7,000 Turkish homes a year.
- The project owner has used project funding to construct a school building and provide associated educational materials.
- In November 2018, UEFA sponsored a futsal tournament for the Köşk community as part of its support for the Dora II project<sup>117</sup>. Held at a newly upgraded sports hall in the district centre, the inaugural Köşk Municipality Friendship Tournament promoted football, camaraderie and sportsmanship among young members of the community.
- In June 2019, South Pole completed an internal email campaign within UEFA, focused on generating greater awareness of the environmental impact of flights.

<sup>117</sup>The Dora II plant is located inside the Köşk district, 4km away from the town of Köşk.

**Planned activities**

<b>2019</b>	
JUL	
AUG	Select a Gold Standard project for UEFA to support in 2019/20
SEPT	
OCT	
NOV	Devise a strategy to enable UEFA to compensate for the emissions caused by fan travel during EURO 2020 and engage fans around climate action
DEC	
<b>2020</b>	
JAN	
FEB	
MAR	Calculate CO <sub>2</sub> footprint of UEFA's flights on a monthly basis
APR	
MAY	
JUN	



**Concluding remarks**

“ By investing in the Dora II project, UEFA is taking both social and environmental responsibility. This Gold Standard project prevents over 40,000 tonnes of additional carbon emissions annually and, thanks to the inaugural friendship tournament that UEFA helped organise, it supports sportsmanship among younger members of the rural community in which the plant is based.”

Natalia Gorina, commercial director, Carbon & Renewables, South Pole  
n.gorina@southpolecarbon.com

Good Practice

# Nature-based solutions to climate change

## Objective

To develop new ways to fight against and adapt to climate change through the conservation, restoration and management of natural habitats.

## The Wow! factor

The role that restoring and protecting living ecosystems can play in reducing the amount of carbon emissions in the atmosphere is hugely underappreciated. The conservation, restoration and management of forests, grasslands and wetlands could provide around 37% of the reduction in greenhouse gas emissions required between now and 2030. Nature-based solutions most often include activities that support the Sustainable Development Goals, such as:

- agricultural extension services to ensure more efficient farming practices and alternative sources of income;
- jobs for rangers, who can protect forests from illegal logging and poaching;
- helping rural communities build and maintain schools and clinics;
- ensuring rural communities are provided with basic necessities, such as safe drinking water.

## Partners

Around 100 countries have submitted domestic climate action targets under the Paris Agreement that include the use of nature-based solutions.

Big brands and farmers are taking climate action to reduce emissions and build more resilient, higher-value supply chains for agricultural and other commodities.

# 37 million

South Pole has generated more than 37 million tonnes of verified emission reductions from forestry projects and is working with major consumer brands and governments on other nature-based projects.

## Good practice link

[Nature-based solutions](#)

## Related content

[Harnessing the power of nature in the fight against climate change](#)

[Gold Rush to Green Rush: Healing Colombia's rainforests \(video\)](#)



**“Among nature-based projects, most verified emissions reductions are issued by forest conservation and restoration projects. We have also seen greater interest in blue carbon, such as through mangrove conservation and restoration, and in soil carbon in agricultural settings.”**

**David Antonioli, CEO of Verra, a not-for-profit organisation developing standards for climate action**



# Health and well-being

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# European Healthy Stadia Network

[healthystadia.eu](http://healthystadia.eu)



## Mission

The European Healthy Stadia Network (Healthy Stadia) works with clubs, stadium operators and governing bodies to develop venues as 'health promoting settings', using practices that support healthier matchday environments and promote healthier lifestyles through football.

## Objectives

Promote tobacco-free stadium environments at UEFA competitions and more broadly throughout the European football community.

Provide healthy stadium assessments and recommendations for all UEFA club and national team competition finals.

Celebrate World Heart Day with the European football community, especially UEFA member associations.

Promote physically active modes of transport to and from football venues and physically active lifestyles for fans through the EuroFIT programme.

Promote healthier stadium catering options by means of a healthy catering benchmarking tool and new guidance for venue and tournament catering units.



© UEFA

### Highlight

Healthy Stadia has worked with UEFA and the European football family since 2012, using the unique power of football to promote World Heart Day (WHD), the World Heart Foundation's global heart health awareness campaign.

Celebrated on 29 September each year, WHD aims to alert people to the fact that, by taking heed of certain risk factors, at least 80% of premature deaths from heart disease and stroke could be avoided.

Healthy Stadia developed an online portal containing guidance and media assets to help promote WHD 2018 through digital and social media, and to assist national associations in planning matchday promotions, organising community and fan-based activities, and promoting resuscitation techniques.

# 369,658

Between 25 September and 8 October, 30 national associations engaged in WHD and the campaign generated 369,658 social media impressions.

Activities included:

- over 125 unique website and social media outputs in support of WHD 2018;
- 369,658 social media impressions;
- resuscitation training for coaches in Croatia, Belgium and England;
- an associated campaign to promote walking football to older target groups in Germany.



© FIGC

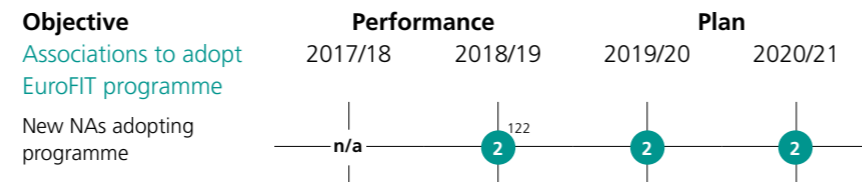
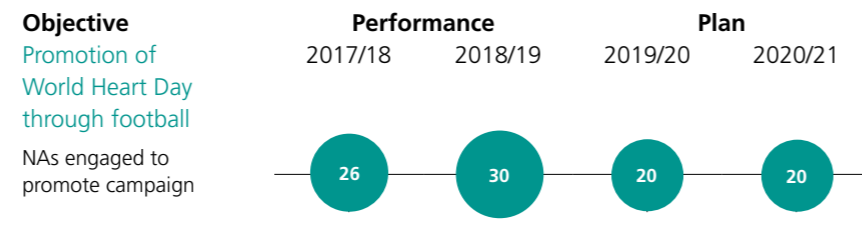
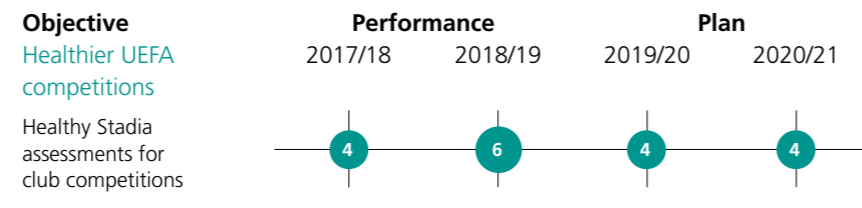
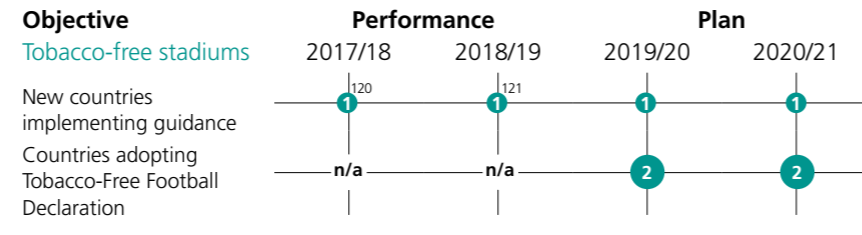
**“The FIGC was once again delighted to work with the Italian Heart Foundation, Serie A and Healthy Stadia to promote good heart health on the occasion of World Heart Day, or Giornata Mondiale per il Cuore as we call it. We are glad to support efforts to raise awareness of the importance of heart health and healthier lifestyles, and we look forward to continuing to contribute to the promotion of these important issues in the future.”**

Gabriele Gravina, president, Italian Football Association (FIGC)

**Main achievements**

- Six reports, training modules and recommendations for healthier UEFA club competition finals were produced through [Healthy Stadia assessments](#), and recommendations were made for 11 of the 12 EURO venues<sup>118</sup> following site visits conducted as part of the Respect Health<sup>119</sup> programme. In addition, Healthy Stadia contributed to healthier catering guidelines for EURO 2020.
- Healthy lifestyle activities for fans and families were developed and delivered over four days at the [UEFA Champions Festival in Madrid](#) as part of the [#EqualGame zone](#), with the support of UEFA ambassadors Edgar Davids and Christian Karembeu. Healthy Stadia engaged with over 1,000 people over the four days.
- Healthy Stadia coordinated the [launch of European Fans in Training \(EuroFIT\)](#) on 31 October 2018 in Brussels. The programme is the culmination of a five-year action-research initiative involving 21 clubs in Europe. The results of the trial were exceptionally positive, with [EuroFIT](#) now available for clubs and national associations to roll out across Europe.
- The first part of a Tobacco-Free Football Declaration was developed to enable clubs and national associations to pledge their commitment to developing non-smoking stadiums in the absence of suitable legislation. The WHO and the Tobacco-Free Union both contributed to the development of materials to support the initiative, which launches in January 2020. Healthy Stadia also worked with [Eredivisie](#) and [Keuken Kampioen Divisie](#), the first and second highest tiers of football in the Netherlands, respectively, to specifically produce new tobacco-free guidance for clubs and stadiums in the Netherlands.
- Healthy Stadia partnered with the Irish Football Association to host the [Healthy Stadia Conference](#) at the Windsor Park National Stadium as a satellite event linked to the WHO International Healthy Cities Conference held in Belfast in October 2018. The conference discussed the role that sport and sports stadiums can play in improving public health and how this fits into the wider [Healthy Cities](#) movement, with a specific focus on mental health.

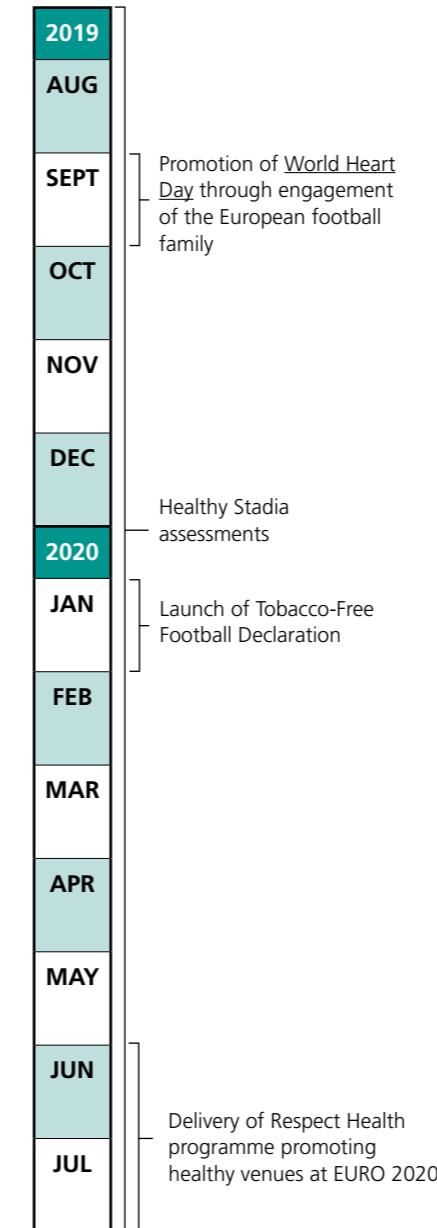
**Key performance indicators**



© SPORTSFILE

<sup>118</sup>The twelfth venue site visit will take place in November 2019, after which recommendations will be made.  
<sup>119</sup>The campaign title for UEFA's work on health and wellbeing, as supported by Healthy Stadia, has changed from Respect Your Health to Respect Health, as the campaign is shifting away from a sole focus on the individual.  
<sup>120</sup>Belgium.  
<sup>121</sup>The Netherlands.  
<sup>122</sup>Portugal and the Netherlands.

**Planned activities**



**Concluding remarks**

“After a season that saw over half of UEFA’s member associations support World Heart Day and the launch of the ground-breaking EuroFIT physical activity programme for football fans across Europe, we look forward to enhancing our portfolio of support for clubs and national associations wanting to develop non-smoking venues through the launch of a new Tobacco-Free Football Declaration. We also look forward to helping UEFA deliver the Respect Health programme as part of EURO 2020, which will both protect and promote the health of fans and staff across the tournament.”

Matthew Philpott, executive director, European Healthy Stadia Network  
 matthew.philpott@healthystadia.eu

Good Practice

# Testing the benefits of EuroFIT using a randomised controlled trial

## Objective

To provide a gold-standard, scientific evidence base for the effectiveness of a physical activity and weight loss programme delivered at football stadiums for the benefit of inactive fans.

## The Wow! factor

This study was the first in the world to use a randomised controlled trial to evaluate a behaviour-change programme delivered through football clubs across different European countries. The study used objective and clinical measures to determine levels of change, immediately and after 12 months, in terms of physical activity, weight loss, alcohol consumption and quality of life. A cost effectiveness study was also carried out.

## Partners

Nine top research universities across Europe  
NGOs and IT companies

21 clubs across Europe (five in the Netherlands, four in Norway, five in Portugal and seven in England)

EU Research and Innovation Programme (funding)



© Healthy Stadia

# 796

A full year after the programme, members of the experimental group had, on average, increased their physical activity by 796 steps a day, lost 3.5kg in weight, reduced their weekly alcohol consumption by 1.4 units and achieved a 6% increase in quality of life, according to the Cantril ladder, a widely used measure of life satisfaction.

## Good practice link

[EuroFIT](#)

## Related content

[EuroFIT: The Programme](#)

[The European Fans in Training \(EuroFIT\) randomised controlled trial](#)



© Healthy Stadia

**“I had tried a number of ways of losing weight and getting fitter before, but when I joined the EuroFIT programme, this was a real game changer. Being part of a programme at my own club, training and joking with other fans just like me, was really motivating. The club coaches and others involved were great at supporting me to reach my personal goals and stick to them.”**

EuroFIT participant and PSV fan



# Peace and reconciliation

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# Cross Cultures Project Association

[ccpa.eu](http://ccpa.eu)



## Mission

The Cross Cultures Project Association (CCPA) uses its Open Fun Football Schools (OFFS) as an entry point into local communities in conflict-sensitive areas to promote a culture of peace and non-violence, social and ethnic integration, and the incorporation of sustainable development.

## Objectives

Build relationships between people by bridging ethnic, social, political and/or religious divides, fostering tolerance and creating common ground where differences are not barriers to promoting peace, security, cohesion and cooperation.

Support girls' and women's active participation in grassroots football in order to promote gender equality, combat gender stereotypes and foster women's well-being.

Engage local football clubs, civil society organisations, schools, community police, parents and local authorities in cross-sectoral networks with the capacity to design and implement education and awareness campaigns, with a focus on child protection.



© CCPA

### Highlight

CCPA further strengthened the OFFS programme in 2018/19 as a platform to empower local stakeholders, including football clubs, parents, schools and local authorities. With the help of partners such as the EU, UEFA and the Ukrainian Association of Football, CCPA was able to mobilise these local stakeholders to collaborate on achieving three shared aims:

1. reconciliation and social integration of children from conflict zones, officially classified as internally displaced persons (IDPs);
2. provision of safe spaces for the children to play;
3. promotion of grassroots football as an all-inclusive activity.

# 57

In 2018/19, collaborative agreements were signed with 41 municipalities, 22 counties, 57 football clubs, 330 public schools, 10 sports associations, 10 NGOs and 27 police units in Ukraine.

On the basis of collaborative agreements, 67 five-day OFFS sessions and 305 'fun festivals' and 'after-school activity clusters' were organised for a total of 43,430 children, of which 39% were girls and 55% were vulnerable children (including children classified as IDPs).



© CCPA

### Main achievements

- OFFS activities were delivered across ethnic and social divides in nine countries<sup>123</sup> in the UEFA region in 2018/19. The activities were organised by a cohort of voluntary leaders, coaches and coaching assistants. The coaches themselves were given three to five-day training seminars to familiarise them with the specific OFFS methodology.
- The OFFS programme has contributed to growing girls' football in all the countries involved. The Football Association of Moldova stood out as an example in 2018/19, with 75% female participants and 50% female coaches in its OFFS programme.
- With a total of 23,416 children (38% of all participants) coming from vulnerable backgrounds (including those classified as IDPs, disabled children and orphans), the OFFS programme has contributed to bringing organised football to children who would previously have never had access to it.
- Child protection education was organised in 170 state schools, informing a total of 20,400 pupils and 18,600 parents about the forms of violence, exploitation, abuse and neglect that children can be exposed to.

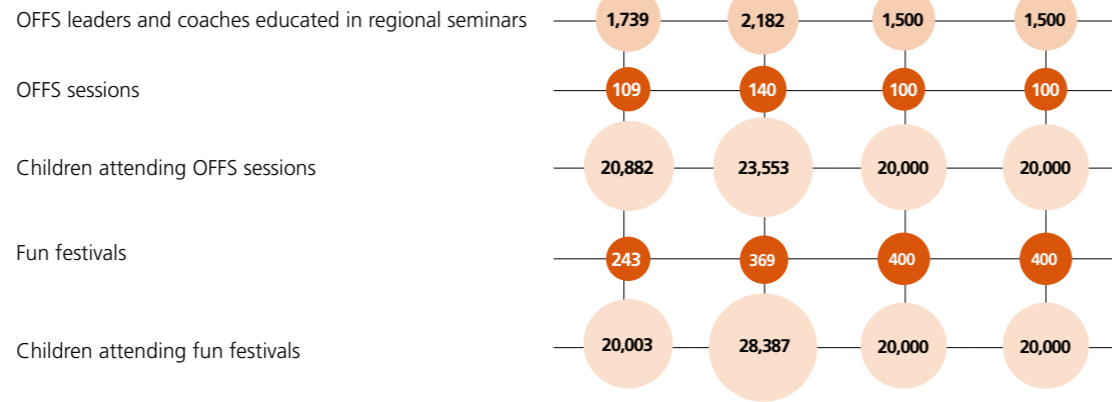
<sup>123</sup>Armenia, Azerbaijan, Bosnia and Herzegovina, Georgia, Kosovo, Moldova, North Macedonia, Serbia and Ukraine.

<sup>124</sup>The football associations of Armenia, Azerbaijan, Georgia, Moldova and Ukraine.

### Key performance indicators

#### Objective

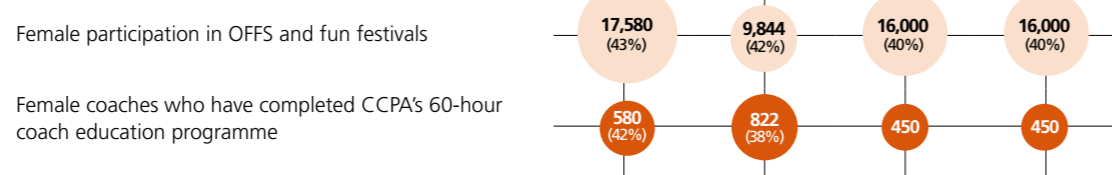
Promote a culture of peace and non-violence, and an appreciation of cultural and social diversity



#### Objective

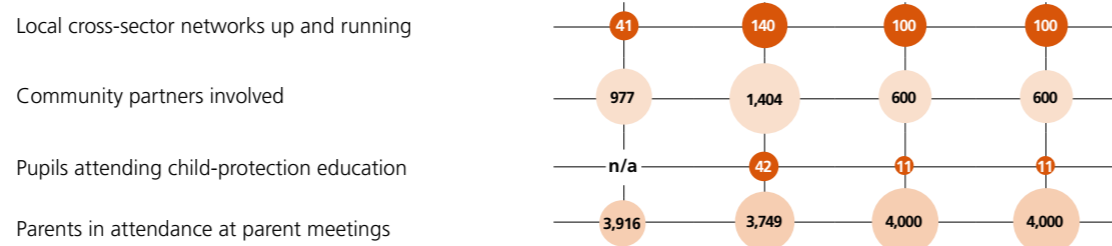
Promote girls' and women's active participation in football

( ) Brackets indicate female participants as a percentage of the total group

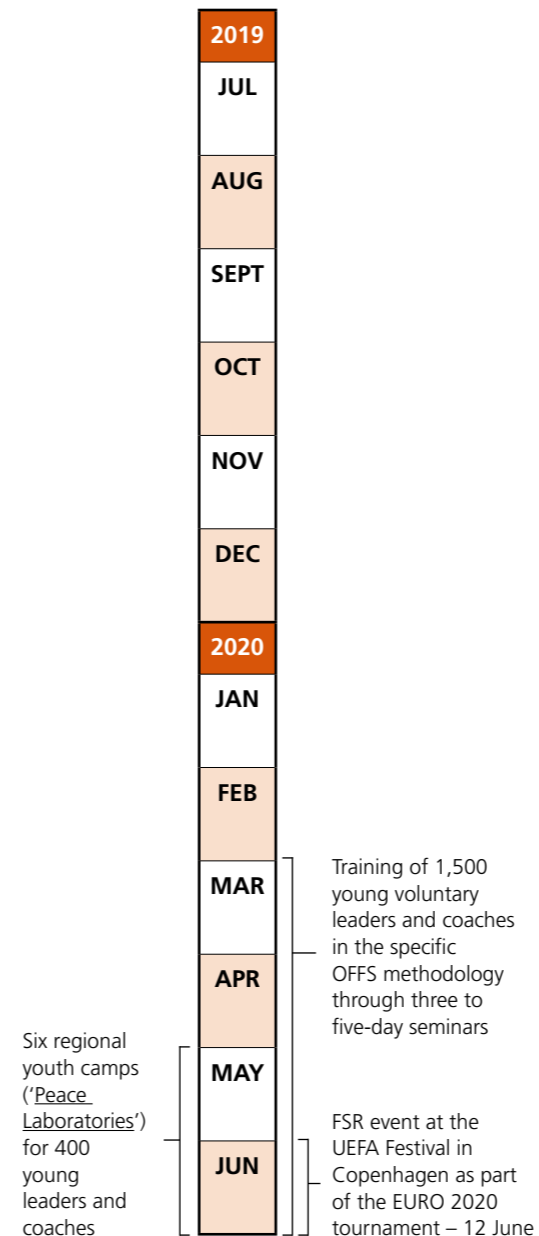


#### Objective

Engage key stakeholders in cross-sector networks



### Planned activities



## Concluding remarks

It is our experience that the power of the programme is strongest when the OFFS is fully integrated within the national association. CCPA thus works constantly on enhancing cooperation with the national associations. In 2018/19, the Georgian Football Federation (GFF) and CCPA decided to close our operational office in Georgia and instead provide the programme through the GFF's grassroots department. Today the programme is fully integrated across five national associations."<sup>124</sup>

Anders Levinsen, founder and managing director, CCPA  
anders@ccpa.eu

Good Practice

# Open Fun Football Schools join School, Sport and Police (OFFS + SSP)

## Objective

To integrate internally displaced children in Ukraine with children from host communities and develop a cross-sectoral network where grassroots football clubs, local authorities, schools, parents and community police work together to facilitate social integration and child protection.

## The Wow! factor

The OFFS + SSP network is running hands-on activities to enhance the resilience, social integration and life opportunities of children and young people who have been displaced by armed conflict, neglect and violence in Ukraine.

New partnerships between children, parents, local government and schools create a platform for the implementation of cross-sectoral, local internally displaced person (IDP) integration and child protection activities, thereby contributing to ongoing decentralised reform in Ukraine.

## Partners

EU, Ukrainian Association of Football (UAF), local authorities and UEFA (programme sponsors)

National and regional branch offices of UAF and the All Ukrainian Foundation for Children's Rights (local partners)

Ukrainian ministries of education, the interior, sport and youth (strategic partners)

Municipalities, local football clubs, primary schools, local sport associations, local NGOs and community police units (operational partners)

# 330

A total of 60 municipalities, 57 local football clubs, 330 primary schools, 48 local sport associations, 12 local NGOs and 27 community police units were involved in the OFFS + SSP initiative in 2018/19.

## Related content

[CCPA website](#)

[CCPA Facebook page](#)

[OFFS Ukraine Facebook page](#) (in Ukrainian)



**“ OFFS are part of the EU’s support for Ukrainian communities suffering from conflict. Many [children] were forced to move, to change their usual ways of life, school and friends. I hope that despite these complex changes, now [they] can play and study, having things that every child deserves: a sense of safety and protection.”**

Hugues Mingarelli, head of the delegation of the European Union to Ukraine



# Solidarity

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# International Committee of the Red Cross

[icrc.org](http://icrc.org)



## Mission

The International Committee of the Red Cross (ICRC) is an impartial, neutral and independent organisation whose mission is to protect and assist victims of armed conflict and other situations of violence.

## Objectives<sup>125</sup>

Facilitate contact, mainly through the exchange of family news, between family members separated as a result of armed conflict, other violence, migration, detention and other circumstances.

Facilitate the reunification, transfer and repatriation of people separated from their families.

Establish the fate or whereabouts of missing people for whom tracing requests have been filed by their families.

Register unaccompanied or separated minors, including demobilised children, and help reunite them with their families where appropriate.

Deliver various types of official documents across borders and frontlines to people who need them.



© ICRC

### Highlight

For many years, UEFA has supported the ICRC's mission to protect and assist victims of armed conflict and other situations of violence. Until recently, the partnership between UEFA and the ICRC focused on providing people with physical disabilities with holistic assistance, including the promotion of their social inclusion through sport. In 2018/19, UEFA provided financial support for and helped raise awareness of the ICRC's work in reuniting or restoring contact between family members separated by violence, migration and other circumstances.

With UEFA's support, the ICRC helped to reunite unaccompanied or separated children with their families in the aftermath of armed conflict and other violent situations. It also worked to facilitate their reintegration into their communities, so that they could once again live as normal children do: going to school, developing their talents and playing sports with their friends. All of the ICRC's activities to enhance children's well-being take into account the specific nature and circumstances of each individual child and are tailored to be in their best interests.

# 700

In 2018/19, the ICRC and/or the relevant National Red Cross or Red Crescent Society reunited around 700 unaccompanied minors or separated children with their families.

In one example of family reunification, in Kinshasa, Democratic Republic of the Congo, the ICRC reunited two young boys, Kasai and Fiston, who had been separated from their parents by violence in the region, with their older brother, Kevin.<sup>126</sup> An ICRC delegate in Kinshasa explains: "To find a lasting solution for the boys, we searched for their relatives. We eventually tracked down their older

brother in Kinshasa. He was happy to take the boys in and to care for them while they waited to hear from their parents." Playing football in their yard helps them cope with their situation. The youngest brother – who seems to be the most affected by their ordeal – is usually taciturn and solitary; the only time he comes out of his shell is when he is playing football with his brothers.



© ICRC

<sup>125</sup>Owing to the uniqueness of its partnership with UEFA and the range of its activities, the ICRC's objectives within the context of this partnership have changed to focus on its work to reunite or restore contact between separated family members.

<sup>126</sup>All names have been changed to protect the privacy and safety of those involved.

**Main achievements**

- Family members separated by armed conflict and other emergencies restored or maintained contact through services offered by the ICRC, in many cases in cooperation with the relevant National Red Cross and Red Crescent Societies.
- The ICRC collected 178,618 Red Cross messages and distributed 144,217, enabling family members to exchange news with one another. It also facilitated 1,186,130 phone and/or video calls between family members, including migrants on the move and people with relatives detained abroad.
- 24,326 detainees received visits from relatives through ICRC-arranged family visits in numerous prisons across the world.
- The ICRC helped establish the fate or whereabouts of 7,413 people for whom tracing requests had been filed by their families. A total of 915 people, including 707 minors, were reunited with their families.
- Acting as a neutral intermediary, the ICRC facilitated the transfer or repatriation of 993 people, including 185 detainees after their release, and the remains of 2,444 people. It delivered official documents (e.g. passports, power-of-attorney documents, death certificates, birth certificates and marriage certificates) across borders and frontlines to 963 people. ICRC-issued travel documents enabled 1,012 people to return to their home countries or to settle in a host country.

<sup>127</sup>Targets for 2019/20 and 2020/21 have not been added, as the ICRC's work is shaped by the current needs arising from armed conflict and other situations of violence.  
<sup>128</sup>The restoration of family links became the theme of the ICRC's partnership with UEFA in 2018/19. Thus, these figures were not reported last season.  
<sup>129</sup>This indicator aligns with ICRC's commitment to reunite civilians with their families.

**Key performance indicators<sup>127</sup>**

**Objective**

Facilitate the exchange of family news and other means of contact between separated family members

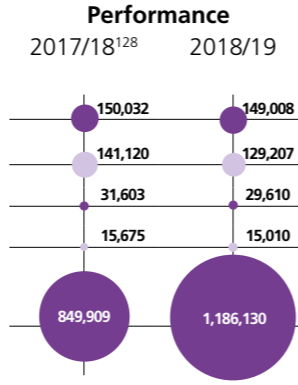
Red Cross messages (RCMs) collected from civilians

RCMs distributed to civilians

RCMs collected from detainees

RCMs distributed to detainees

Phone calls facilitated between family members

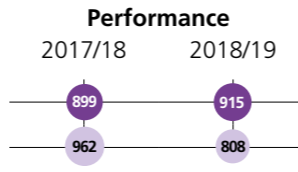


**Objective**

Facilitate the reunification, transfer and repatriation of people

Civilians reunited with their families

Civilians transferred or repatriated

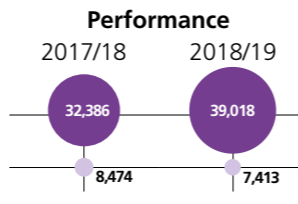


**Objective**

Establish the fate or whereabouts of people for whom tracing requests had been filed by their families

People for whom a tracing request was newly registered

Tracing cases closed positively

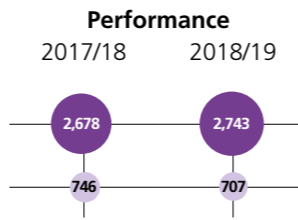


**Objective**

Register unaccompanied or separated minors, including demobilised children

Unaccompanied minors or separated children newly registered by the ICRC/ National Society

Unaccompanied minors or separated children reunited with their families by the ICRC/National Society<sup>129</sup>

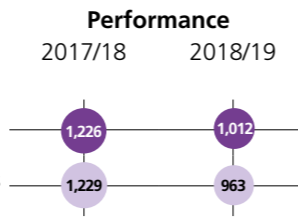


**Objective**

Deliver official documents of various types across borders and frontlines to people who need them

People to whom travel documents were issued

People to whom other official documents were delivered across borders/frontlines



**Planned activities**

2019
JUL
AUG
SEPT
OCT
NOV
DEC
2020
JAN
FEB
MAR
APR
MAY
JUN

Help vulnerable people restore or maintain contact with their families

Facilitate the reunification, transfer and repatriation of people separated from their families

Clarify the fate or whereabouts of missing people

Deliver official documents of various types across borders and frontlines to people who need them



**Concluding remarks**

“ Family is the most important thing in the world. At the end of the day, you want to be together; you want to be with your family. The kids want to be with their fathers and likewise with their mothers. It's special that the ICRC is doing this, and we should definitely encourage people to help.”

Virgil van Dijk, Liverpool centre-back and UEFA.com Fans' Team of the Year 2018 winner  
 press@icrc.org

Good Practice

# familylinks.icrc.org, a digital platform helping families reconnect

## Objective

To facilitate the exchange of family news and other means of contact between family members separated as a result of armed conflict, other violence, migration, detention and other circumstances and establish the fate or whereabouts of people for whom tracing requests have been filed by their families.

## The Wow! factor

The ICRC uses digital tools to help reconnect families separated by armed conflict and other circumstances. Its family-links website provides information in Arabic, English, French and Spanish on services available in around 170 countries to help people restore contact with family members or clarify the fate of missing relatives. As part of the Trace the Face campaign, for example, run by European National Societies in coordination with National Societies in Africa, Asia and the Middle East, people had photos of themselves or their relatives posted on the family-links website.

## Partners

National Red Cross and Red Crescent Societies (National Societies) – As members of the worldwide family-links network of the International Red Cross and Red Crescent Movement, each National Society has a responsibility to organise family-links services within their own country/context as needed. The ICRC manages the family-links website in cooperation with the National Societies.

People seeking family members – They can use the website to get information on the family-links services available in the country they are in. Online tracing services, which people can use to look for family members and provide information on where they are and where they think their family members may be, are also available in certain situations and contexts.

Special alerts are activated on the website during emergencies, and online tracing services continue to operate in relation to specific crises, including one for migrants traveling in organised caravans through Central America towards Mexico and the United States and another, the Trace the Face campaign, which focuses on people who have gone missing on migration routes to Europe.

## Good practice link

[Family Links](#)

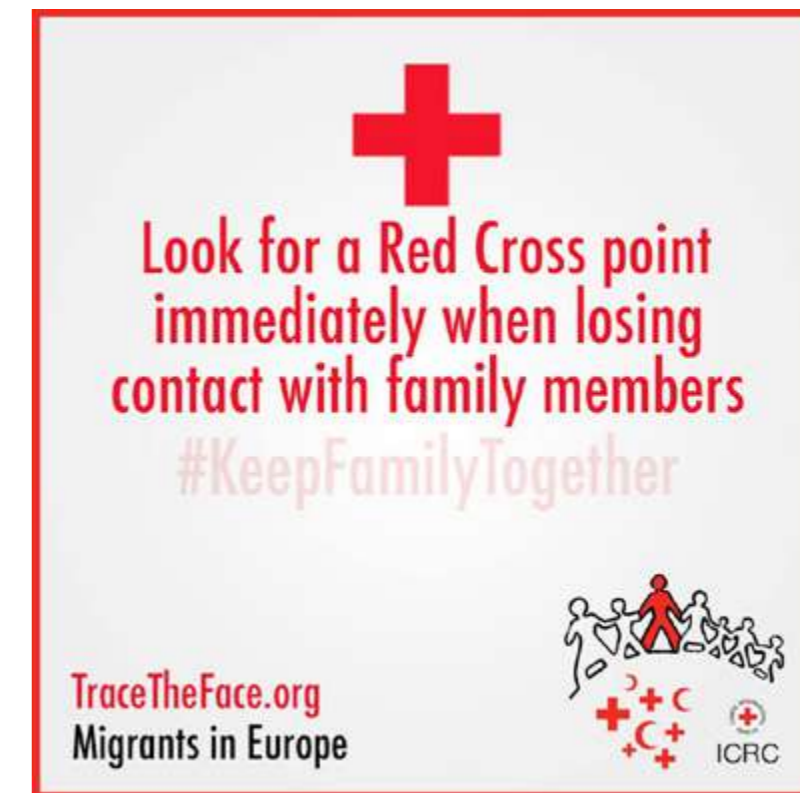
## Related content

[Trace the Face Migrants Europe - Facebook](#)

[Trace the Face](#)

“ I used Trace the Face to share information and photos, in order to find my son. Many others have lost their relatives. We are all looking for our children. Through me, it is all those parents you see”.

Arame Niang, a mother who used Trace the Face to find her son



# sportanddev<sup>130</sup>

[sportanddev.org](http://sportanddev.org)



## Mission

sportanddev is the leading hub for the sport and development community to share knowledge, build good practice, coordinate with others and create partnerships.

## Objectives

Increase the visibility of sport's development potential.

Contribute to improving sport and development practices.

Encourage dialogue and partnerships and facilitate strategic alliances.

Highlight the role of UEFA and its partners in promoting social responsibility.

### Highlight

Football is the most commonly used sport to reach goals beyond the playing field, contributing to social, environmental and economic progress. This is because it is adaptable, accessible and engaging – it truly is a global game. UEFA is involved in numerous strategic partnerships, including with sportanddev, to promote football as a tool for equality, respect and inclusion.

Inspired by the May 2019 publication of the UEFA Women's Football Strategy, sportanddev launched a [web portal and campaign](#) to coincide with the 2019 FIFA Women's World Cup in France, looking at women's football and sport's role in promoting gender equality. This included a call for articles, asking members of sportanddev's online community to write about the topic.

Topics ranged from mega-events' [impact on local sports initiatives](#) and [progress in women's football](#) to [female representation in coaching](#) and the [US women's team's ongoing lawsuit](#) for equal pay.

# 23

The campaign attracted 23 article submissions from 17 authors in 13 countries and reached more than 65,000 people through sportanddev's social media channels.

<sup>130</sup>Until 2018, the International Platform on Sport and Development was generally referred to as 'sportanddev.org'. During the 2018/19 project year, a decision was made to change to 'sportanddev' to reflect the fact that some of the organisation's activities take place offline.

**Women must benefit from equal opportunities, in sport and society."**

**Sandrine Dusang, former French national team player and sportanddev ambassador**



© sportanddev



**Main achievements**

- sportanddev featured 43 articles about UEFA and its FSR partners, including CAFE, the Fare network and Healthy Stadia. The news articles were published on the sportanddev football ‘featured sport’ page.
- sportanddev diversified its reach in 2018/19, with just over 50% of website visitors coming from Africa, Asia, Oceania and Latin America. This allows content from UEFA and its partners to reach a more global audience and promotes greater inclusivity and equity in the sport.
- To highlight sport’s ability to cross national, cultural and linguistic borders, sportanddev launched a campaign inviting users to submit videos of themselves saying “sport is a universal language” in their mother tongue. sportanddev received 47 videos, representing 33 countries, six continents and 63 languages.
- For the International Day of Sport for Development and Peace on 6 April 2019, sportanddev organised a working group of global organisations to coordinate activities. It also published 23 articles and 55 submissions from different organisations sharing their plans for the day.
- sportanddev aims to make sport and development policy relatable to sports associations and grassroots organisations, and many of these (75% of users according to survey data) use information from the website in their projects. sportanddev’s section on sport and the Sustainable Development Goals was viewed more than 12,000 times during the 2018/19 season, and a section on policy will be published in 2019/20.

**Key performance indicators**

**Objective**

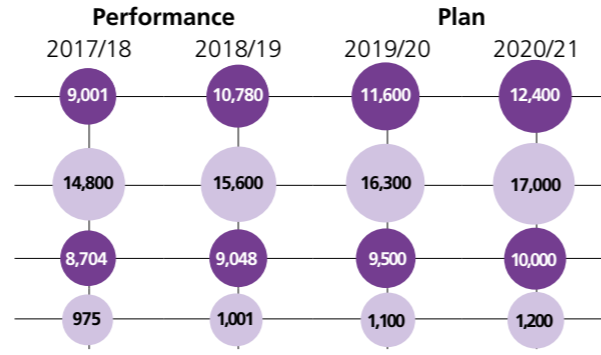
Increase the visibility of sport’s development potential

Facebook followers

Twitter followers

Registered team individuals

Registered organisations



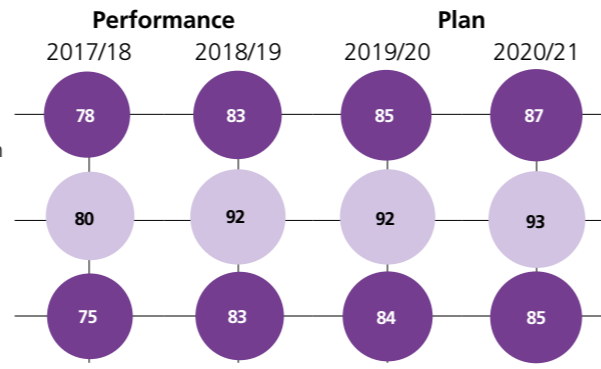
**Objective**

Contribute to improving sport and development practice (%)

Users who strongly/mostly agree that sportanddev is the leading source of information on sport and development

Users who strongly/mostly agree that they feel more informed about developments in the sector because of sportanddev

Users who have used information found on sportanddev in their own projects or programmes



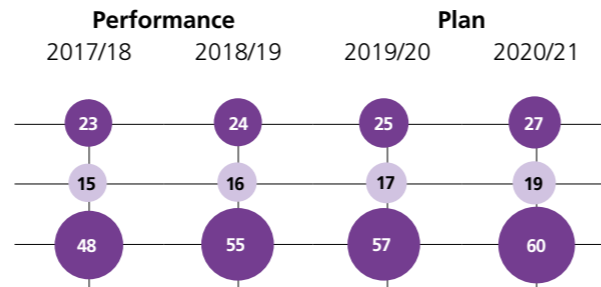
**Objective**

Promote partnership building and strategic alliances

Survey participants who say they have formed a partnership because of sportanddev (%)

Swiss working group members and new partners<sup>131</sup>

Article contributions for the International Day of Sport for Development and Peace

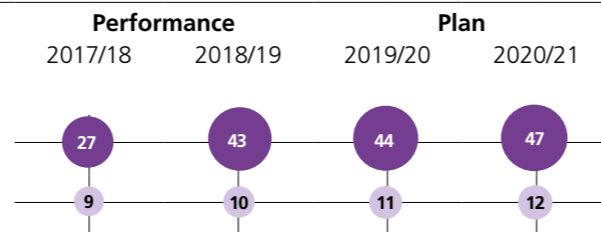


**Objective**

Highlight the role of UEFA and its partners in promoting social responsibility work

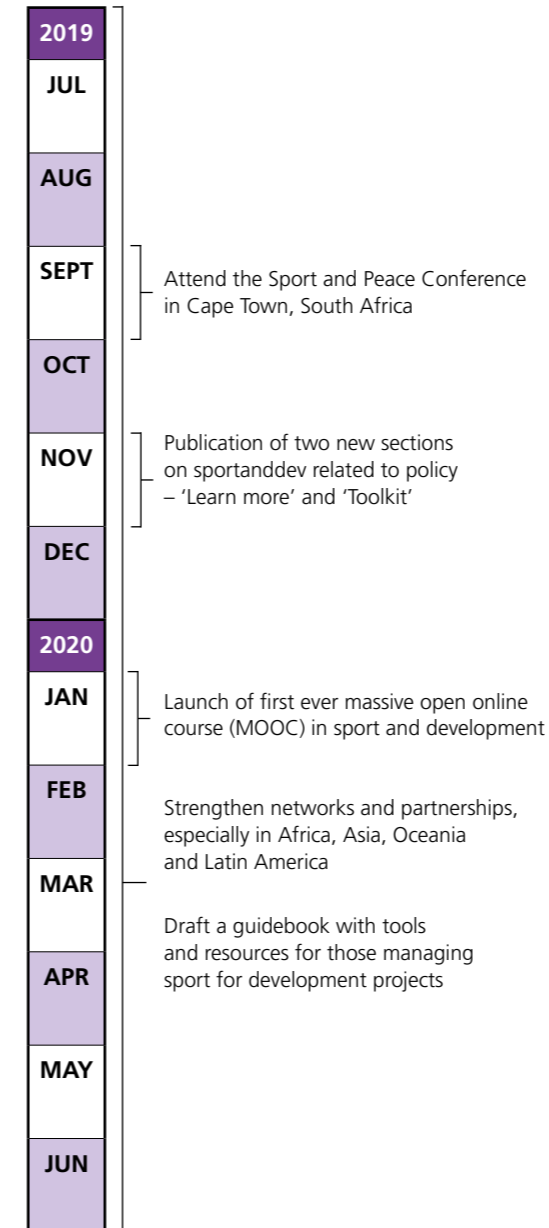
UEFA and FSR partner articles published on sportanddev

UEFA FSR partners featured in articles on sportanddev



<sup>131</sup> sportanddev is based in Switzerland.

**Planned activities**



**Concluding remarks**

“ sportanddev continues to strengthen the visibility, quality and effectiveness of its open access platform. It provides the sports world with the knowledge and resources needed to address the world’s biggest challenges.”

Paul Hunt, project manager, sportanddev  
hunt@SAD.ch

Good Practice

# Annual sportanddev survey

## Objective

To understand the needs of the sportanddev audience better, identify good practices, challenges and areas for improvement, and understand the value the platform brings to users and the broader sport and development sector.

## The Wow! factor

The survey approach is not unique to sportanddev but, as a network of 10,000 members, sportanddev's community is particularly influential in shaping the initiative's work. sportanddev refined the survey for 2018/19 so that users could provide more meaningful feedback that can lead to direct action, improve the platform and influence overall strategy. This is in line with sportanddev's values of impartiality, community and collaboration, ensuring the platform best serves its audience.

## Partners

The survey was distributed via the sportanddev newsletter, which reaches around 10,000 individuals. Key partners and steering board members, such as UEFA, were encouraged to distribute the survey via their networks to ensure optimal reach.

# 75%

Over 75% of users believe sportanddev is the leading source of information on sport and development.

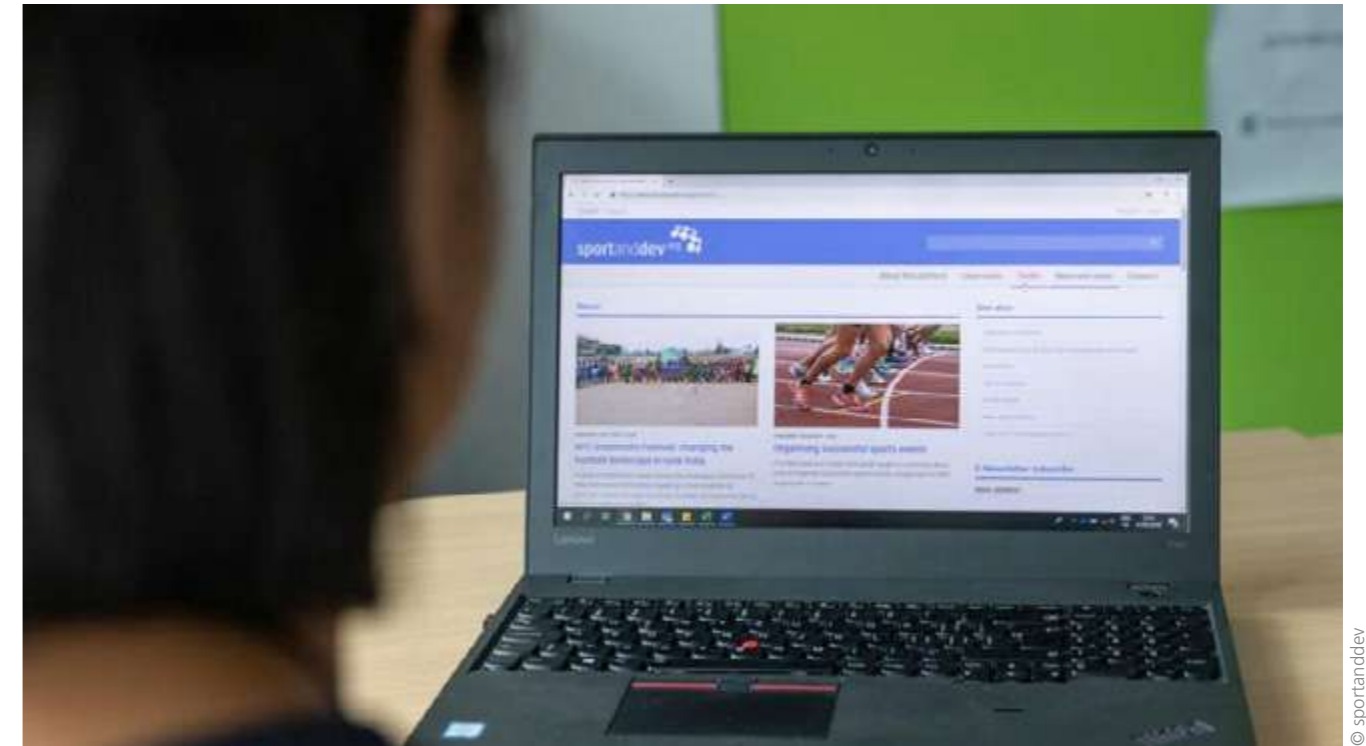
## Related content

[sportanddev.org](http://sportanddev.org)

[2019 survey results](#)

“ Thank you for all the work you do! I teach two university courses on SFD [sport for development] and continually draw from information on your website and encourage students to do likewise.”

Anonymous survey participant



© sportanddev



# Child safeguarding

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# Terre des hommes

[tdh.ch](http://tdh.ch)



## Mission

Terre des hommes (Tdh) is committed to steadily improving the conditions of the most vulnerable children worldwide and, in partnership with UEFA, to safeguarding and protecting children and young people involved in football across Europe.

## Objectives

Ensure that football is a safe, positive and enjoyable experience for all children involved in the game, regardless of their age, gender, sexual orientation, ethnicity, social background, faith, ability or disability.

Raise awareness among national associations, coaches, staff, parents and children themselves to prevent and minimise the chance of harm occurring.

Strengthen the child safeguarding capacity of national associations, coaches and individuals involved in children's football activities, through online and offline training.

Ensure effective policies, practices and procedures are in place to prevent harm occurring.

Help create channels to identify and address any child safeguarding concerns that may arise.

### Highlight

In March 2019, in partnership with the German Football Association (DFB) and UEFA, Tdh organised a three-day Study Group Scheme workshop on child safeguarding in European football. The aim was to raise awareness of child safeguarding issues and equip national associations with good practices. The event was also organised to ensure football professionals were involved in the design of the safeguarding tools.

With a highly participatory methodology, including group discussions and an appreciative inquiry approach, participants had the opportunity to contribute to the forthcoming UEFA Child Safeguarding Policy and learn from each other by exchanging views and experiences. The floor was given to some national associations to share their work and expertise in child safeguarding.



© UEFA

# 40

40 national associations joined the Study Group Scheme workshop to build momentum around safeguarding and make football safer across Europe.

**“ We were delighted to host the UEFA Study Group Scheme workshop on child safeguarding at the DFB headquarters in Frankfurt. It was great to experience 40 national associations working together for a safe environment for all children and young people in European football. Finding common standards based on the expertise of Tdh and the exchange of experiences among the national associations is an important step to ensure safeguarding across Europe. The energy and the commitment of the experts and the participants was inspiring.”**

Stefanie Schulte, head of the department for social responsibility and fan relations, DFB

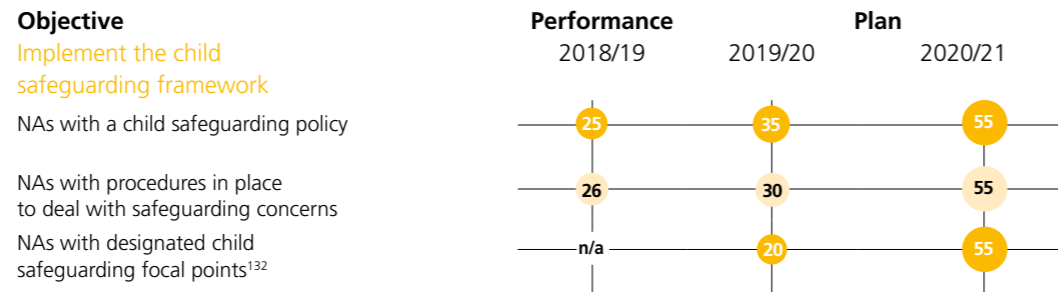
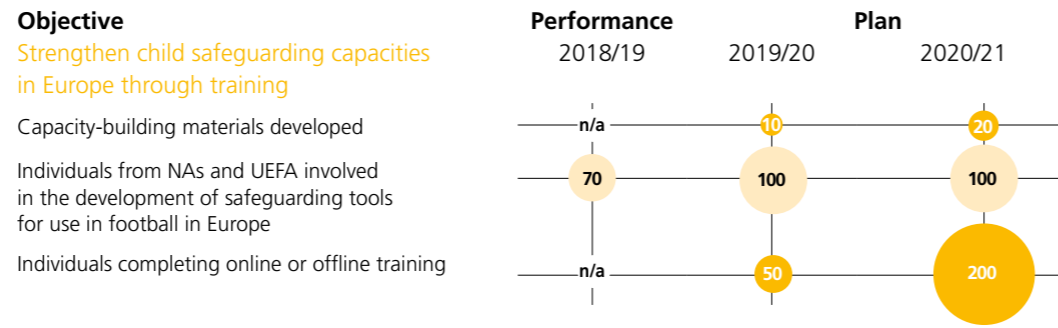
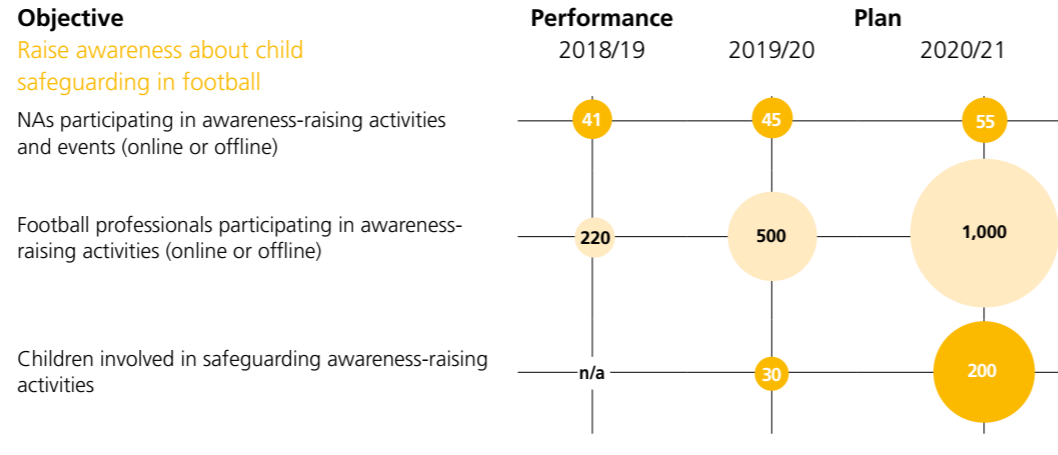
**Main achievements**

- Ten national associations were consulted during a workshop at UEFA headquarters in November 2018 to identify good practices, gaps and challenges in safeguarding.
- A child safeguarding policy for European football was developed in spring 2019, in consultation with various UEFA units and national associations.
- In April 2019, a memorandum of understanding was signed between Tdh Moldova and the Football Association of Moldova, focusing on ensuring the protection of children in sport.
- Tdh ran activities at the #EqualGame zone during the UEFA Champions Festival in Madrid to raise awareness among visiting fans about child safeguarding in football.
- At the 2019 Grassroots Conference, participants were introduced to and consulted on the development of a digital child safeguarding platform, which will host the child safeguarding toolkit designed for football professionals, including coaches, instructors and any individuals involved in children's football activities, and which will include online and offline tools and materials.



©SPORTSFILE

**Key performance indicators**

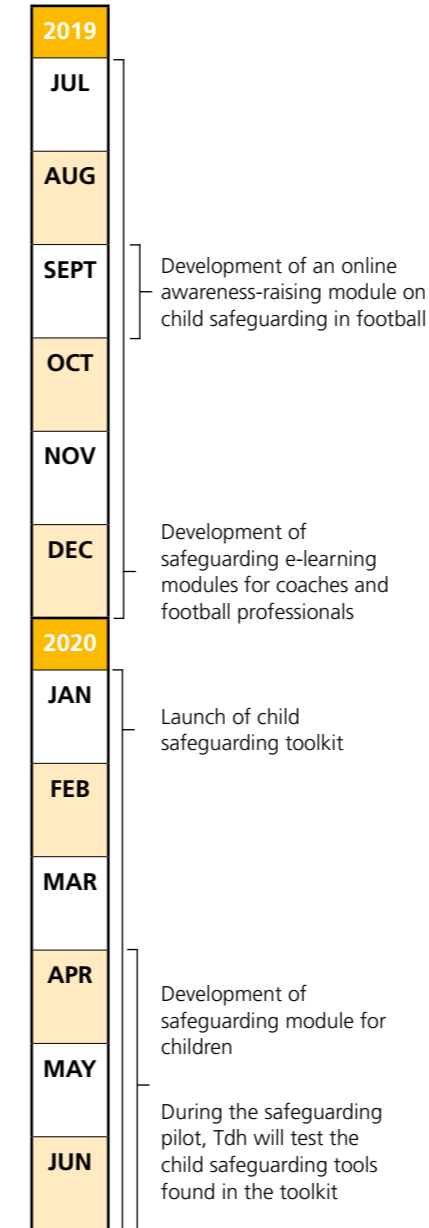


<sup>132</sup> A child safeguarding focal point acts as a point of contact on safeguarding matters, and advises, supports and assists the organisation in its implementation of a safeguarding policy and associated procedures, including in response to specific cases and concerns.

<sup>133</sup> In May 2019, the Swiss football player and Tdh ambassador visited football projects in Romania to raise awareness of safeguarding.

<sup>134</sup> Fanny Bellier is the project manager for child safeguarding in sport at Terre des hommes.

**Planned activities**



**Concluding remarks**

“ We need to take care of children and give them a safe place where they can ask for help or talk about the problems they have. It is our duty to take care of children because we have a stronger voice than they do.”

Roman Bürki, Borussia Dortmund goalkeeper and Tdh ambassador<sup>133</sup>  
fanny.bellier@tdh.ch<sup>134</sup>

Good Practice

# Helping children through innovation

## Objective

To use innovative techniques and digital technology to help vulnerable young people around the world while ensuring they are better protected.

## The Wow! factor

Fabrication Laboratories, otherwise known as FabLabs, are open spaces that provide access to numerical production tools and advanced digital manufacturing technologies to create personal and participative projects. The concept is an innovative non-formal education tool, created by the Massachusetts Institute of Technology (MIT), that provides young people with practical digital skills while helping to improve their resilience.

Tdh used the FabLab concept to develop humanitarian FabLabs that target hard to reach young people, including refugees, to support their social protection and empowerment.

## Stakeholders and partners

[Massachusetts Institute of Technology \(MIT\)](#)

[Global Humanitarian Lab \(GHL\)](#)

[Tdh Greece](#)

[Tdh Ukraine](#)

Tdh Burkina Faso

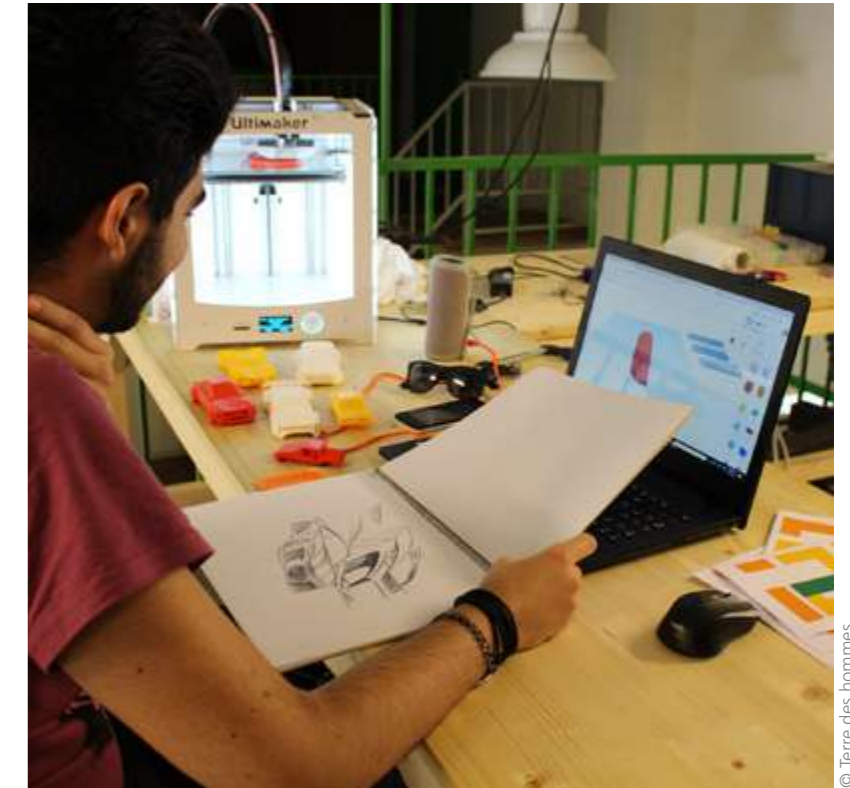
# 20,000

20,000 visitors accessed the FabLabs in a year, with 60% of visitors registering as young people and 50% identifying as female.

## Good practice links

[FabLab: An innovation space for refugees in Greece](#)

[FabLab: An innovation space to reach vulnerable youth](#)



© Terre des hommes

**“For the neglected or marginalised children and young people we work for, FabLabs can offer much more than an introduction to technology. They can teach these children how to address local needs by using global collective intelligence. Regardless of gender, education or social origin, the FabLabs prove to be attractive spaces where our beneficiaries can develop problem-solving and design skills.”**

Anonymous user



# Human rights

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# Centre for Sport and Human Rights

[sportalhumanrights.org](http://sportalhumanrights.org)



## Mission

The Centre for Sport and Human Rights' mission is to work towards a sporting world that fully respects human rights through collective action and by promoting the [Sporting Chance Principles](#).

## Objectives

Help prevent human rights violations from occurring through sport.

Support access to effective remedies where violations have occurred.

Promote a positive human rights legacy through sport and sporting events.

### Highlight

After three years of consensus building, the [Centre for Sport and Human Rights](#) was officially launched in Geneva on 26 June 2018, becoming the first of its kind to foster respect for human rights in the world of sport. The centre's founding [Advisory Council](#) consists of nearly 40 members including intergovernmental organisations, governments, athletes, hosts, sponsors, broadcasters, civil society representatives, trade unions, employers' associations, and national human rights institutions.

All the members of the Advisory Council, including UEFA, [came together in Geneva](#) to celebrate the launch and reiterate their commitment to the [Sporting Chance Principles](#), each outlining how they will specifically work to reduce the impact of sport on human rights and contribute to the work of the centre.

Attendees were welcomed with [speeches](#) by the UN High Commissioner for Human Rights, Zeid Ra'ad Al Hussein, the Director-General of the International Labour Organization, Guy Ryder, and the centre's founding chair, [Mary Robinson](#), former president of Ireland and former UN High Commissioner for Human Rights.

### Main achievements

- The centre has initiated a number of quick response activities, used its network of football's most powerful actors, including top sponsors, leading governments, powerful NGOs and advocates, to leverage every relationship available to address significant human rights issues in sport and support significant causes, such as the safe release of football player Hakeem al-Araibi in early 2019.



© Centre for Sport and Human Rights

- The centre also responded to the women's stadium ban in Iran and the sexual abuse cases involving the Afghanistan women's national team.
- The centre hosted the [third annual Sporting Chance Forum](#) with the Institute for Human Rights and Business and UNESCO, bringing together over 300 high-level delegates from different institutions and stakeholder groups to discuss a diverse range of issues including sexual abuse in sport, athletes' rights and children's rights.

- The centre convened a [strategic dialogue](#) at the Peace Palace in The Hague to discuss the [gaps in remedy mechanisms in sport](#) and identify solutions.
- The centre is establishing a bridge between national sports bodies and national human rights institutions in their respective countries, to provide sports bodies with the local knowledge and expertise needed to navigate human rights challenges. This effort kicked off with a workshop in Rabat, Morocco, in March 2019.





© Centre for Sport and Human Rights

**Planned activities**

<b>2019</b>	
<b>JUL</b>	Supporting the development of a human rights strategy for the Commonwealth Games Federation at its general assembly in Kigali, Rwanda in September 2019
<b>AUG</b>	
<b>SEPT</b>	Agreement establishing a memorandum of understanding with the Commonwealth Games Federation, the National Olympic Committee of Rwanda and the Rwandan National Human Rights Institution to build capacity with national sport bodies to protect human rights for children and women
<b>OCT</b>	
<b>NOV</b>	Hosting a dialogue with advisors to sport bodies on rights-compatible approaches to remedy
<b>DEC</b>	
<b>2020</b>	Launching two new tools to: assist national multi-sport governing bodies in preventing and mitigating human rights risks, and to help event organisers mitigate human rights risks close to games time
<b>JAN</b>	
<b>FEB</b>	Working with stakeholders to develop a concept for meaningful child participation and protection for confirmed and prospective hosts of mega sporting events
<b>MAR</b>	
<b>APR</b>	Helping sports organisations incorporate human rights due diligence into their day-to-day operations and into bidding requirements for their events
<b>MAY</b>	
<b>JUN</b>	Expanding work on providing access to meaningful remedies, examining gaps in existing mechanisms for sport-related human rights violations and how to address them



**Concluding remarks**

“ The centre’s outlook is bright. We are well-positioned to support and inspire sports organisations to harness the full positive power of sport, not only to limit human rights violations through their activities, but also to embed and create processes which prevent them from happening in the first place.”

Mary Harvey, chief executive, Centre for Sport and Human Rights

Good Practice

# Collective action on sport and human rights

## Objective

To prevent human rights harms from occurring through sport, support access to effective remedy mechanisms where harms have occurred, and promote a positive human rights legacy from sport and sporting events.

## The Wow! factor

The Centre for Sport and Human Rights engages the full spectrum of actors across the world of sport in order to diminish the power differential between those impacted and those causing impact, to empower a new wave of athlete advocates, community leaders and worker representatives, and to connect siloed constituencies in the pursuit of collective action and positive impact.

## Partners

With affected groups and the normative standards of key UN agencies in mind, the centre has built an unprecedented coalition of governments, UN agencies, sports bodies, NGOs, trade unions, sponsors and broadcasters to create and support an independent human rights organisation for the world of sport.

40

The centre's 40-strong Advisory Council comprises all key actors in the ecosystem of sport – it is the only such coalition in existence.

**“Our collaborative approach to tackling issues head on means we’ve not only created efficiencies but are also able to involve more voices in identifying and supporting actionable solutions to human rights harms in sport.”**

Mary Harvey, chief executive, Centre for Sport and Human Rights

## Good practice link

[sporhumanrights.org](http://sporhumanrights.org)



© Centre for Sport and Human Rights



# Supporter relations

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# Football Supporters Europe

[fanseurope.org](http://fanseurope.org)



## Mission

Football Supporters Europe (FSE) is a sustainable and democratic representative organisation that gives European football fans a voice, empowers supporters' organisations and promotes dialogue, inclusion and respect for human and civil rights among all football stakeholders.

## Objectives

Represent supporters and build capacity.

Lead campaigns and activities.

Educate and advise.

Lobby and influence policymaking.

Ensure the development and financial sustainability of FSE.

### Highlight

FSE commissioned its first away fans survey in 2017/18 after identifying several issues that affect travelling supporters at UEFA competitions, from high ticket prices and questionable policing to poor stadium infrastructure and complicated visa requirements. In 2018/19, the survey again collected qualitative and quantitative data on conditions at UEFA Champions League, UEFA Europa League and UEFA Nations League fixtures. The aims of the survey and the resulting [report](#) are to assess and monitor the situation in different countries, highlight good and bad practices, and shape policy recommendations for UEFA, clubs and other major stakeholders.

# 2,877

The 2017/18 survey elicited 523 responses, which formed the basis of a 47-page report. The 2018/19 survey elicited 2,877 responses, a 548% increase. FSE expects this upward trend to continue in 2019/20.

### Main achievements

- The [OUT! project](#) brought together supporters, fan organisations, national associations, football leagues and other stakeholders to work on [the fight against](#)

**“The away fans survey has so far proved to be an invaluable tool for fans of clubs that play in UEFA competitions. It gives them an opportunity to provide quantitative and qualitative feedback, which serves as a useful guide to what and where the problems are. Over time, the survey will also show which clubs are working towards good practices and which aren't.”**

**Herjan Pullen, Supportersvereniging Ajax (AFC Ajax supporters' association)**

[homophobia and the empowerment of the LGBT+ community in football.](#)

- In late February 2019, FSE visited Baku, Azerbaijan to assess the city's preparations for the UEFA Europa League final. The organisation identified several concerns, including the e-visa application process that entailed mandatory disclosure of an individual's HIV status. FSE [communicated these reservations](#) to UEFA both publicly and privately. UEFA considered the concern to be serious and discussed the issue with the Azerbaijani authorities. On 9 April, a decree [removing the HIV declaration](#) from the e-visa application process came into force.
- [Europe Wants to Stand](#) was launched by FSE and 15 national supporters' organisations in March 2019 with an open letter calling

on UEFA to reconsider its all-seater policy. At its meeting in Baku on 29 May, the UEFA Executive Committee decided not to change its Safety and Security Regulations.

- [Fan.tastic Females – Football Her.Story](#) is an audio-visual exhibition that explores female fan culture. It has been on tour since 2018, visiting Germany, Austria, Switzerland and Portugal, and has been seen by over 15,000 people so far.
- [FSE Fan Digest](#) is a fortnightly round-up of supporter focused news, interviews and think pieces from across the continent. Launched in March 2019, the Fan Digest is aimed at active fans, national supporters' organisations and other key stakeholders. It has a readership of over 1,000 people.

**Key performance indicators**

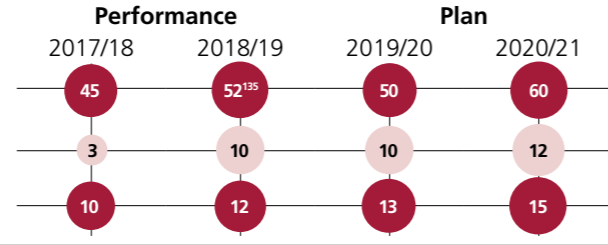
**Objective**

**Representation and capacity-building**

New FSE membership applications accepted

Consultation visits to fan groups/members

National or local events visited by FSE



**Objective**

**Campaigning and activities**

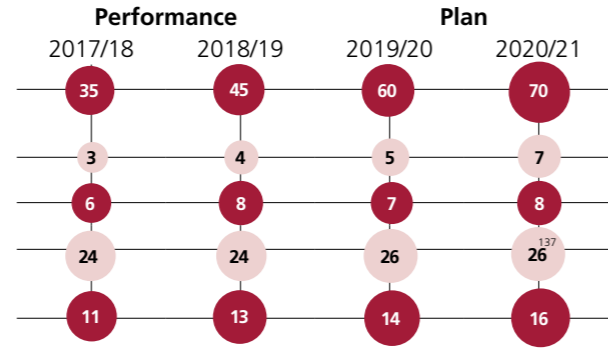
Games covered by the away fans survey (%)<sup>136</sup>

Meetings with football governing bodies on conditions for away fans

Events supported (round tables, panel discussions, and conferences)

Active fan embassy initiatives

Countries where the fan lawyers network is active<sup>138</sup>



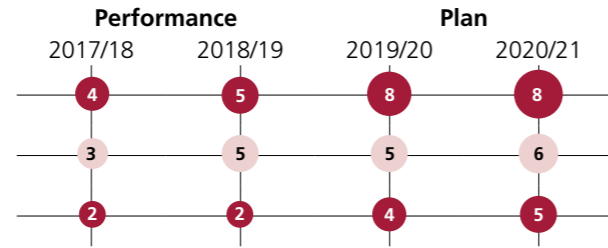
**Objective**

**Education and advising**

FSE attendance and speaking opportunities at stakeholder workshops/conferences on supporter involvement/fan dialogue

Training sessions facilitated/conducted by the FSE for other football stakeholders

Groups from within the FSE membership involved in FSE/EU-funded projects

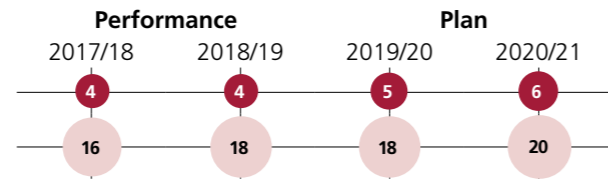


**Objective**

**Lobbying and policymaking**

Positions within EU/national-level working groups

Meetings between the FSE and stakeholders working in and around professional football

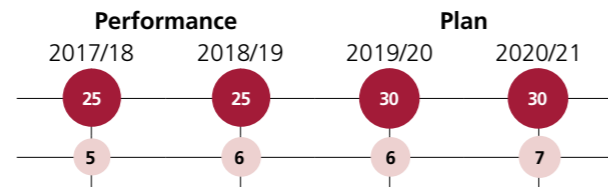


**Objective**

**Development and sustainability**

FSE core budget coming from non-UEFA sources (%)

Permanent employees within the organisation



<sup>135</sup> Higher than anticipated due to an increase in applications received.

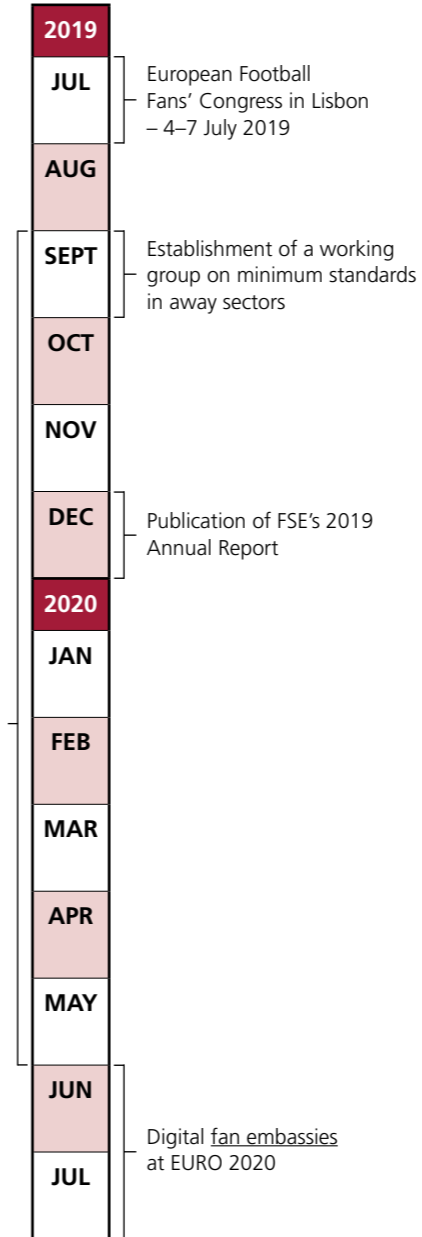
<sup>136</sup> UEFA Champions League, UEFA Europa League, UEFA Nations League and UEFA EURO 2020 qualifications.

<sup>137</sup> This figure has been added, as funding runs until the 2020/21 season, not 2019/20 as was stated in the 2017/18 FSR report.

<sup>138</sup> The FSE's fan lawyer network consists of 31 members from 14 countries. The network was set up so that lawyers from different countries could exchange their experience working with and for football fans and discuss the latest developments in their respective national legislation concerning the rights of football fans.

**Planned activities**

OUT! network meetings in London (September), Berlin (January) and Belgium (May)



**Concluding remarks**

**//** In 2018/19, FSE maintained its focus on hosting conditions at UEFA competitions. At the heart of this strategy is the away fans survey. Together with observation visits, the survey has produced hard, reliable data on the nature, scope and distribution of the problems facing away fans across the continent. We hope that the insights gleaned will encourage clubs and governing bodies to recognise the importance of away fans and work together with FSE and other stakeholders to develop and implement minimum standards for away sectors at UEFA competitions."

Ronan Evain, CEO, FSE  
ronan.evain@fanseurope.org

Good Practice

# Structured dialogue with the Spanish police

## Objective

To improve security at European matches held in Spain by establishing a dialogue between the Spanish police and the supporters of affected clubs.

## The Wow! factor

FSE accompanied the Spanish police as observers, liaising with supporters and supporters' groups to ensure that all stakeholders had access to the necessary information. Given their reputation among football supporters, this represents a somewhat novel approach for the Spanish authorities and, by extension, a positive development in police-supporter relations.

## Partners

UEFA

FASFE (Spanish national supporters' organisation)

Council of Europe

Borussia Dortmund, Liverpool FC, Tottenham Hotspur, Eintracht Frankfurt

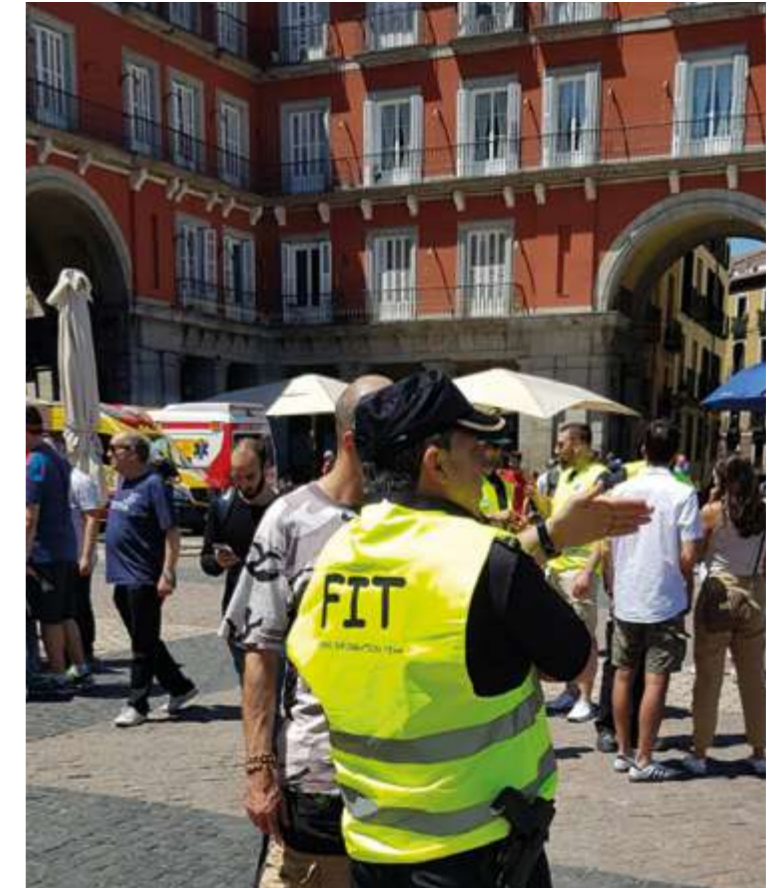
Supporters' groups from Manchester United FC, FC Bayern München, Borussia Dortmund, Liverpool FC and Tottenham Hotspur

## 4

FSE made four observation visits to three Champions League matches (Real Madrid v Borussia Dortmund, FC Sevilla v Manchester United, and Tottenham Hotspur v Liverpool FC in the final in Madrid), plus Athletic Bilbao v FC Barcelona in La Liga. There were no major incidents on any occasion.

## Good practice links

UEFA Champions League Spanish police  
Twitter accounts for [Tottenham fans](#)  
and for [Liverpool fans](#)



© UEFA

**“The structured dialogue scheme with the Spanish police in Madrid ahead of the UEFA Champions League final was productive. It would be great to see this extended across all forces in Spain and more widely across the continent.”**

**Joe Blott, chair, Spirit of Shankly Liverpool supporters' union**

# SD Europe

[sdeurope.eu](http://sdeurope.eu)



## Mission

SD Europe's mission is to increase supporter involvement in the running of football clubs and football institutions and to promote solidarity towards the grassroots levels of football.

## Objectives<sup>139</sup>

Further strengthen the influence of supporters in football.

Continue to expand the SD Europe network of member-run clubs and supporters' groups.

Support member-run clubs and supporter involvement in football clubs.

Strengthen the understanding and cooperation between fans, their clubs and those that run the game.

Provide advice and training on sustainable financing, membership programmes and good governance principles to the SD Europe network, fans and clubs.

Advocate for and support the implementation of the supporter liaison officer role throughout European football.



© UEFA

### Highlight

True to its name, the LIAISE project has proven that the exchange of knowledge and expertise between stakeholders offers a unique collaborative opportunity to find new ways of liaising with fans, clubs and other stakeholders.

In 2018/19, five LIAISE exchange visits among national associations, leagues and supporters' organisations provided visiting delegations with the opportunity to observe match organisation procedures, while gaining a greater understanding of the cooperation between individual stakeholders and the role played by supporter liaison officers (SLOs) in this system. Various meetings were also held to allow questions to be asked, experiences to be exchanged and lessons to be learned – a truly integrated approach.

### Main achievements

- SD Europe and UEFA agreed to partner on an SLO education programme. The programme is now part of the UEFA Academy and will be delivered by SD Europe from 2019 to 2023. The aim is to ensure the effectiveness of the SLO role by providing a comprehensive foundation, tools and practical knowledge to new and experienced SLOs.
- SD Europe members, national associations and leagues teamed up to deliver training projects on the topics of membership and volunteer management, communication with other stakeholders, fan culture, fan dialogue and integrated approaches to safety and security. The training benefited member-run clubs, national and local fan organisations, national associations,

leagues, the police and other stakeholders. Workshops and seminars took place in Scotland, Sweden, Israel, at SD Europe's AGM in Huelva, Spain, and as part of SD Europe's Erasmus+ project LIAISE across the continent.

- With a contribution of €120,000 in 2018/19, the total funds distributed by SD Europe to national and local fans organisations, member-run clubs, national associations and leagues has now exceeded €400,000. These funds have been used to set up

and professionalise national and local supporters' organisations, to establish and further develop the relationship between fans, national associations and leagues, and to improve the running of member-run clubs, whether professional or amateur.

- Ireland, Spain and Sweden were added to the list of countries in which national supporters' organisations are establishing a structural relationship with their national associations or leagues. Governing bodies



**“Fans and national associations must work together more closely. SD Europe's focus on developing action-driven relationships between the two is much needed and appreciated.”**

**Karl-Erik Nilsson, UEFA first vice-president, chairman of the HatTrick Committee, deputy chairman of the Fair Play and Social Responsibility Committee<sup>140</sup> and member of the Professional Football Strategy Council**

<sup>139</sup>SD Europe's objectives have changed slightly since 2017/18 to align more closely with its current strategy.  
<sup>140</sup>As of 1 July 2019.

and fan groups in Italy, the Netherlands, England and Scotland have now either signed memorandums of understanding outlining their relationship or established closer working relationships.

- The Council of Europe's EURO 2020 Working Group invited SD Europe to its consultative visits to the host cities of UEFA competition finals, in Budapest, Baku and Bilbao to provide expertise and feedback on safety and security matters, as well as the cultural fan context in the different countries. SD Europe assessed the status of the host cities in terms of supporter liaison activities and promoted the SLO role at national team level.

<sup>141</sup>EU-funded projects are essential to SD Europe's work, as EU funding helps the organisation grow and run specific projects.

<sup>142</sup>The SD Europe Fund provides financial support for the work of SD Europe members on democracy, cooperation, solidarity and sustainability, at national and local level. Though discussed for many years, the fund was only set up in 2018/19.

<sup>143</sup>Evergreen is a customer relationship management tool used by SD Europe.

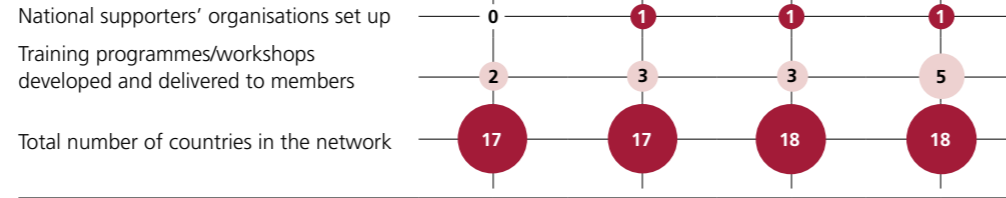
<sup>144</sup>This indicator has absorbed the separate 'New national association training programmes' indicator in last season's report.

<sup>145</sup>SD Europe will work with its members to approach national associations, instead of going top-down, as it is believed this will enable the development of more targeted and realistic projects.

### Key performance indicators

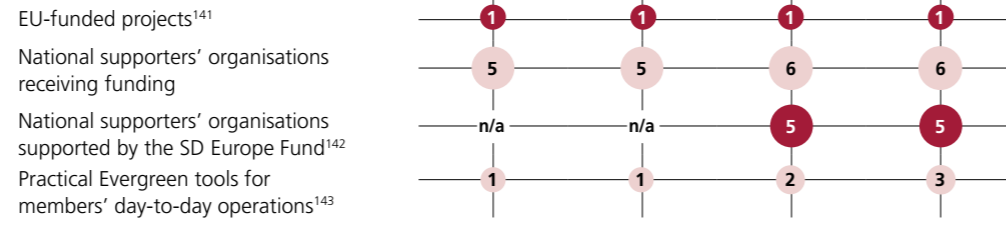
#### Objective

Capacity-building for SD Europe members and broader network



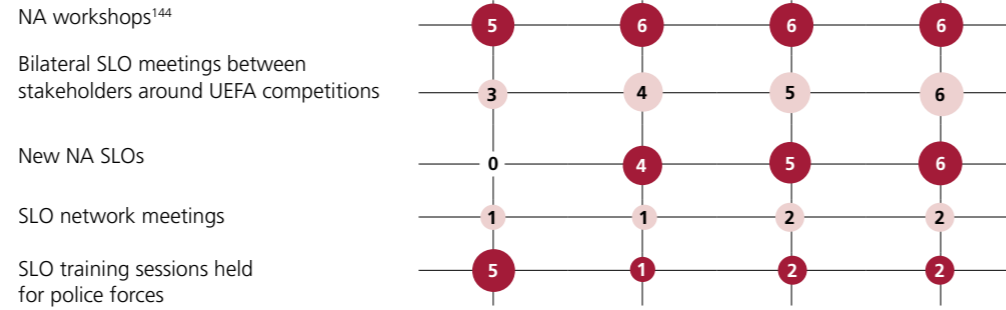
#### Objective

Increase resources for SD Europe and members' activities



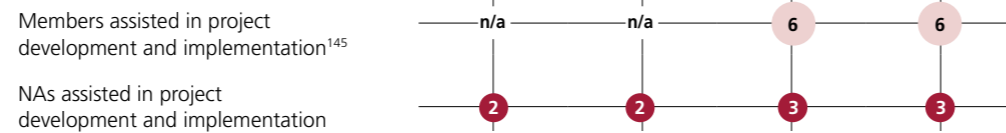
#### Objective

SLO development

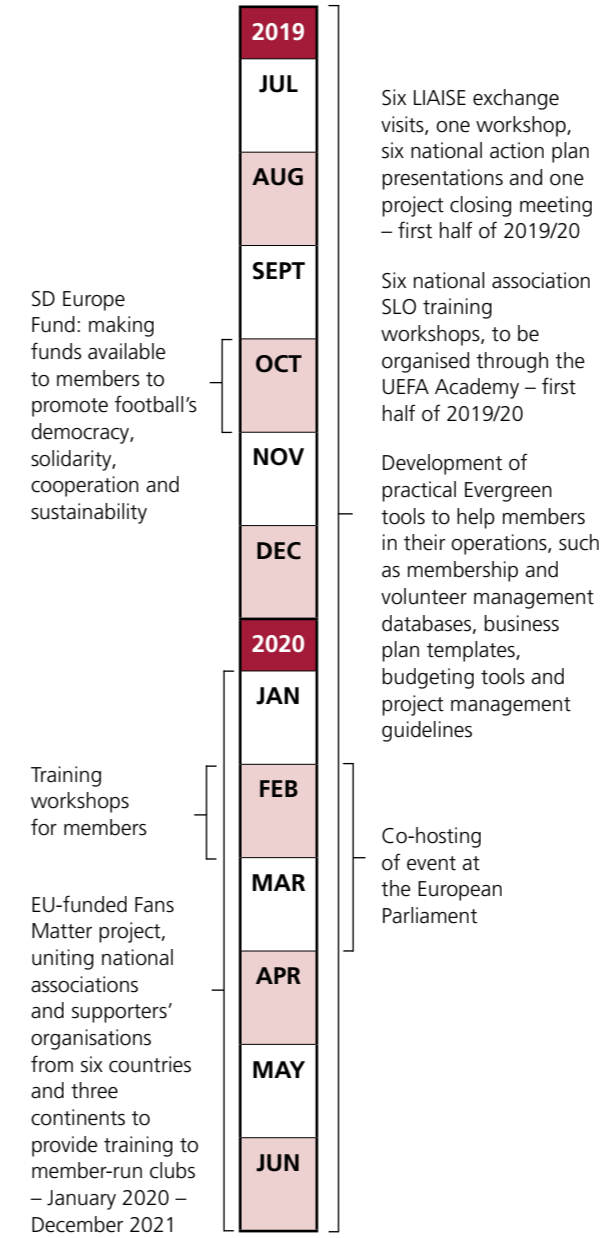


#### Objective

HatTrick



### Planned activities



## Concluding remarks

“ Our work shows how much can be achieved if football clubs and supporters work together. This cooperation of like-minded and skilled people who care about football and their communities is exciting and has to continue.”

Antonia Hagemann, CEO of SD Europe  
info@sdeurope.eu



Good Practice

# Structural relationships between supporters' organisations and football authorities

## Objective

To establish meaningful and long-term formal working relationships between national supporters' organisations, national associations, leagues and governments that focus on agreed aims and outcomes.

## The Wow! factor

In the past, fans and authorities had been reluctant to work together, divided by a mutual lack of trust and respect.

Over the past decade, SD Europe and its members (national supporters' organisations from across Europe) have promoted the need for these relationships to improve and for supporters to participate in certain decisions and contribute to the development of football.

Since the beginning, SD Europe's aim has been to make the fans' voices heard and to establish mutually beneficial agreements on local, national and European levels which take the relationship to a new level, outlining operational goals which tie the two sides together through agreed actions.

Now the years of joint action by SD Europe and its members are bearing fruit. In 2018/19 alone, a mutual understanding of shared interests and cooperation was reached between national fan groups and the authorities in many countries, and finally, the relationships between national supporters' organisations and football governing bodies is improving.

Structural relations are the key to progress!

## Partners

- SD Europe members
- National associations
- Leagues
- Governments

In 2018/19, three of SD Europe's member national supporters' organisations became the newest organisations to begin working jointly with their national leagues, associations and governments towards building and strengthening their structural relationships:

- The Svenska Fotbollssupporterunionen (SFSU) and the Swedish League (SEF) agreed on a five-year educational programme with the aim of making the Swedish league the most 'fan cooperative' league in Europe.
- The Irish Supporters Network (ISN) was granted representation at the Council of the Irish FA (FAI), involving them in shaping the development of the governance of Irish football.
- The Federación de Accionistas y Socios del Fútbol Español (FASFE) and the Spanish FA (RFEF) started drafting a memorandum of understanding (to be signed by the end of 2019), establishing FASFE's participation in decision-making by involving them formally in the national association's structure.

This development raises the total number of SD Europe members maintaining or developing a structural relationship with their national league, associations and governments to seven.<sup>146</sup>

<sup>146</sup>The other four are Supporters in Campo with the Italian FA; Supporters Direct Scotland with the Scottish FA, the Scottish League and the Scottish government; the Football Supporters Association with the English FA and the English Premier League; and Supporterscollectief Nederland with the Dutch FA.

Following the LIAISE project, our colleagues and the fans understand the importance of the SLO role and the benefits it brings."

Martin Kurka, SLO at Bohemians 1905

## Good practice link

[The Key to Progress: Structural Relationships](#)

## Related content

[SD Europe](#)

[SD Europe - LIAISE](#)

[SD Europe - SLO](#)

[Supporters organisations and member-run clubs attend SD Europe's annual general meeting](#)

[Joint statement by FAI and Sport Ireland](#)

[Council of Europe preparations for EURO 2020](#)

[Swedish football will take Allsvenskan and Superettan to new levels by building the best supporter cooperation in Europe](#)

A close-up, low-angle shot of a person's hands resting on a soccer ball on a grass field. The ball is white with black and grey patterns and features the Adidas logo and the text 'EURO 2020' and 'UNITFORIA'. The person is wearing dark sneakers. The background is a blurred grass field.

# Competitions



Good Practice

# UEFA Women's Champions League final 2019



© UEFA

## Respect Health

### Challenge

In March 2019, a Healthy Stadia assessment was carried out at the Ferencváros Stadium, in Budapest, Hungary, the venue for the UEFA Women's Champions League final. One of the key recommendations that came out of the assessment was to strengthen the venue's policy and practices around smoking by making the entire stadium bowl tobacco-free. The primary reason for adopting a tobacco-free policy is to protect the health and safety of fans and staff within the stadium, protecting them from the acute dangers of exposure to second-hand smoke, as well as guarding against potential fire hazards, lowering cleaning costs and undermining any remaining association between sport and tobacco.

### Goal

To eliminate second-hand smoke and the hazards associated with it within the stadium bowl and to educate people about the risks of smoking.

### Partners

UEFA FSR and event units  
Healthy Stadia  
Ferencváros Stadium  
Hungarian Football Federation  
Event volunteers

### The Wow! factor

Healthy Stadia developed a set of referee-style yellow and red cards with information on UEFA's no smoking policy for the Women's Champions League final at the Ferencváros Stadium, including the health benefits underpinning the policy. In preparation for the final, stewards and volunteers undertook a brief online training course on the policy and how to use the cards, while volunteers were trained on-site by Healthy Stadia staff.

# 15

15 volunteers were briefed on the tobacco-free policy and how to use yellow and red cards to enforce it.

**“ [The Ferencváros Stadium] was proud to host the UEFA Women's Champions League final in 2019. The arena already operates a smoke-free policy in all seated areas for domestic matches, but this policy was extended to all areas within the stadium for the UEFA final. It was helpful to work with Healthy Stadia, which developed a signage placement guide for the final, and trained volunteers ahead of the match to use yellow and red warning cards for smokers within the stadium bowl.”**

Dániel Petrőczy, facility operations manager, Ferencváros Stadium

### What's next?

Ferencváros Stadium will extend this full tobacco-free policy to domestic matches, meaning that stadium visitors will be better protected against second-hand smoke within the stadium bowl. The signage used for the final was unbranded and will therefore be kept by the stadium operators to assist in communicating the policy at future matches.

### Good practice link

[Tobacco-free Stadia Guidance](#)

### Related content

[Tobacco-free Stadia Guidance: Main Guide](#)

[Tobacco-free Stadia Guidance: Short Guide](#)

[Tobacco-free stadia training module](#)

[UEFA EURO 2016 Respect Your Health: No Tobacco Case Study](#)



Good Practice

# UEFA Champions League final 2019



## Hospitality production

### Challenge

To maintain a high quality in the delivery of operations at the UEFA Champions League final, while simplifying processes and meeting business objectives.

### Goal

To prioritise local suppliers and workforces for event hospitality and waste management at the 2019 final in Madrid, while making a concerted effort to use existing equipment and ensuring that new materials could be reused.

### Partners

UEFA suppliers (including catering companies, waste management companies, production companies, advertising companies) and commercial partners

Estadio Metropolitano



© UEFA

### The Wow! factor

UEFA organised several initiatives to overcome the challenge and meet the goal. For example, as regards event hospitality, all pastries and cakes were freshly produced by a local provider; 80% of the flowers came from within 150km of the stadium and were reused after the event when possible; aromatic plants came directly from eco-cultivation facilities; all lounges prioritised the use of crockery and glassware over plastics;<sup>147</sup> newly purchased furniture was left at the stadium for future events; and organic material, plastic and paper waste was separated for recycling. In addition, while hospitality facilities were built exclusively for the event, some of the kitchen equipment came from the ATP Tennis Masters held in Madrid two weeks before the match.

As regards waste management, UEFA worked with a local company and the city of Madrid to ensure waste was separated and processed accordingly in the city's treatment plants. In terms of recruitment, approximately 63% of all event staff and 60% of external suppliers came from the Madrid area.

# 7,012

The Champion's Village, a temporary facility built exclusively for the UEFA Champions League final, hosted 7,012 guests in Madrid in 2019.

<sup>147</sup> All necessary disposable plastic materials were 100% recyclable.

**“Sustainability is one of the most significant issues facing decision-makers and opinion leaders in sport as they prepare for the future.”**

Aleksander Čeferin, UEFA president

### Champion's Village waste generation

Phase	Waste generation by phase
Set-up	20%
Matchday	25%
Dismantling	55%
<b>Total</b>	<b>100%</b>
Waste type	Waste generation ratio by type of waste
Glass	15.5%
Paper	8%
Organic matter	5%
Plastics	8%
Metal	1.5%
Wood	6%
Carpet	22%
Residual	34%
<b>Total</b>	<b>100%</b>

### What's next?

The goal is to further develop the sustainability of future competition finals and continue to reduce the amount of residual waste.

### Related content

[Estadio Metropolitano – A spectacular stadium](#)



Good Practice

# UEFA Champions League final 2019



## Combi-ticket

### Challenge

The arrival of supporters en masse for a high-profile match such as the UEFA Champions League final can put a heavy strain on a city's local transport infrastructure and aggravate traffic congestion and air pollution, especially on matchday.

### Goal

To reduce the number of additional vehicles in circulation on matchday and ensure that existing forms of public transport are being used to their maximum capacity.

### Partners

Madrid city authorities  
Liverpool FC  
Tottenham Hotspur FC

### The Wow! factor

UEFA ensured that club supporters purchasing match tickets through either of the two clubs that made it to the final also received a public transport voucher valid for a total of 24 hours on all metros and buses in Madrid. The provision of such 'combi-tickets' (match ticket + public transport ticket) was included in the requirements placed on cities bidding to host the match, though, as a sign of solidarity, the cost is deducted from the 'finalists' fee' paid by UEFA to the two clubs in the final.

# 34,000

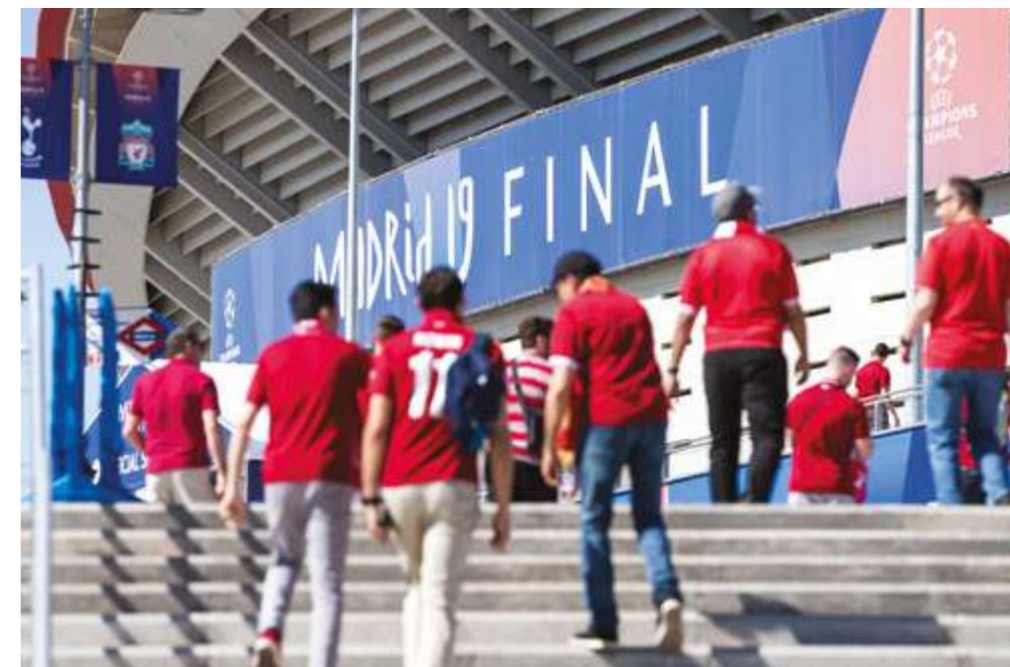
Of the 62,000 spectators who attended the UEFA Champions League final at the Estadio Metropolitano in Madrid, 34,000 (55%) received a combi-ticket.<sup>148</sup>

### What's next?

A combi-ticket system will be implemented in all 12 host cities for EURO 2020.

### Related content

[UEFA EURO 2008 Sustainability Report](#)<sup>149</sup>



© Getty Images/David S. Bustamante/Soccrates

**“I think it is a great initiative supported by UEFA, the local hosts and the finalist clubs to make sure supporters have an easier and better experience while traveling to watch their club playing in the final.”**

**Tiziano Gaier, senior event manager, UEFA**

<sup>148</sup> 17,000 per team. Of the remaining 28,000, approximately 12,000 were fans brought to the stadium by bus, as were most of UEFA's and its commercial partners' guests.  
<sup>149</sup> The first UEFA competition to feature combi-tickets was UEFA EURO 2008.



Good Practice

# 2018/19 UEFA Nations League



## Waste separation

### Challenge

Stadiums generate a large and varied amount of waste, especially on and after matchdays. It is therefore important to develop a detailed and coherent cleaning and waste management strategy to ensure efficient storage and disposal. An environmentally responsible waste management strategy will make provision for the sorting and segregation of the different waste types.<sup>150</sup>

### Goal

To work with host venues to set up designated waste separation systems that are easy to understand and use by visitors and easily implemented, operated and managed by stadiums.

### Partners

FC Porto

### The Wow! factor

The inaugural UEFA Nations League final was held at the Estádio do Dragão in Porto, Portugal. The stadium's sustainability strategy includes a waste separation system, offering designated waste bins for paper, cardboard, plastic, metal, glass, organic and general waste.

### Waste collected at the Estádio do Dragão during the 2019 UEFA Nations League final

Paper/cardboard	1,120 tonnes	
Plastic and metal	940 tonnes	
Glass	1,020 tonnes	
Organic	8,760 tonnes	
General waste (bins)	18,340 tonnes	
General waste (skip)	7,460 tonnes	
Recycled waste	11,840 tonnes	31.5%
Waste to energy <sup>151</sup>	25,800 tonnes	68.5%

### What's next?

UEFA is looking to monitor and capture data from EURO 2020 to better understand how waste management systems are being operated at different stadiums across Europe. As the stadiums in London and Munich have shown a high level of understanding and have well-executed waste management systems, UEFA will use them as a benchmark against which others can measure themselves, learn and grow. UEFA also believes it is important for stadium operators to understand the financial benefits that can occur as a result of waste separation, recycling and composting.

### Related content

[FC Porto's sustainability strategy and its main challenges](#)

[UEFA Guide to Quality Stadiums](#)

Waste management has been constantly improving for many years, to achieve the implementation of the 3R strategy: reduce, reuse and recycle. The biggest improvement seen as a result of this strategy has been to engage with staff and spectators at each stadium and educate them on the approach. Over the last few years and after constant reviews of the entire waste disposal process, UEFA has seen many venues starting to change their public bin systems and aligning them with the recycling possibilities of waste disposal companies. By doing this, the different waste streams in public areas are being reduced, making it easier for spectators to follow and thereby increasing recycling rates as a result.

<sup>150</sup>Taken from UEFA's [Guide to Quality Stadiums](#).

<sup>151</sup>A waste-to-energy plant is a waste management facility that combusts solid waste to produce electricity and/or heat – an ecological, cost-effective way of energy recovery. The energy plant burns waste at high temperatures, using the heat to create steam which then drives a turbine that creates electricity.



## Good Practice

# UEFA EURO 2020



## UEFA volunteer programme

### Challenge

With EURO 2020 being held in 12 countries across Europe, this will be UEFA's largest undertaking in organising and managing volunteers.

### Goal

To gather and integrate people all over Europe into this 'EURO for Europe', implementing a high-quality and memorable volunteer programme across all venues and creating a strong legacy for the host countries.

### Partners

Host country national associations  
Local organising structures  
Venues

### The Wow! factor

Like so many aspects of EURO 2020, the volunteer programme required special consideration. With volunteers needed in 12 different host countries, many aspects of the programme are unique:

- EURO 2020 requires 12,000 volunteers, the highest number ever involved in a EURO tournament;
- simultaneous application openings across 12 venues between 31 May and 12 June 2019;
- 12 simultaneous promotional and recruitment campaigns supported by UEFA and the 12 host associations are set to take place;
- applications for London closed after one month, as there were more than enough applicants in that period;
- 14 local volunteer ambassadors have been recruited, including former players, actors, musicians and influencers.

Volunteers will support the delivery of the event's wide-ranging projects, including accreditation, ceremonies, transport, media, ticketing, match operations and spectator services.

# 28,000+

A record 28,000+ volunteer applications were received in four months across the 12 venues, three months before applications closed for most venues in December 2019.

### What's next?

The next steps will include interviewing, appointing and training the volunteers who will support operations across the 12 venues for the duration of the tournament, after which UEFA will assess how the programme was implemented and what lessons can be learned for future large-scale volunteer activities. UEFA also hopes that the event will leave a positive legacy in the host countries in terms of their own cultures of volunteering.

### Good practice link

[Volunteer at UEFA EURO 2020!](#)

### Related content

[Journey of a Volunteer video](#)

[Amsterdam with Volunteer Ambassador Anouk Hoogendijk](#) (in Dutch)

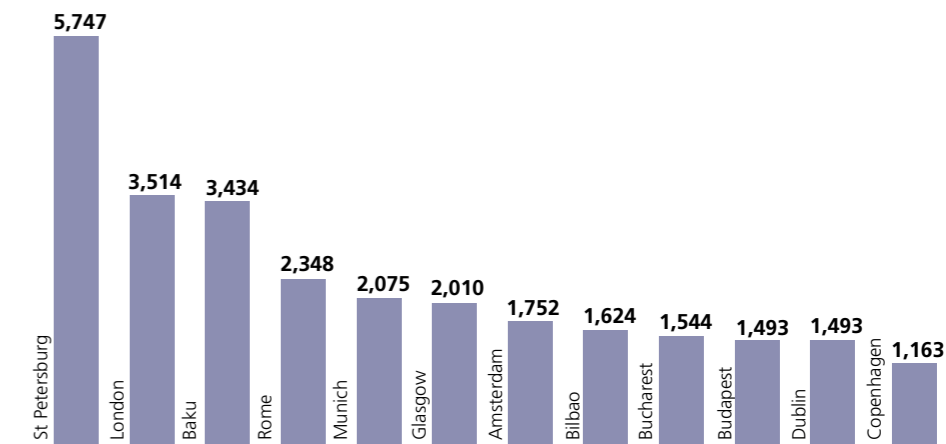
[Bucharest with Volunteer Ambassador Andrei Lacatus](#) (in Romanian)

[Glasgow with Volunteer Ambassador Martin Compston](#)

[Munich with Philipp Lahm](#) (in German)

[Rome with Volunteer Ambassador Gianluca Vialli](#) (in Italian)

Number of volunteer applications



**“ The staging of EURO 2020 is a unique moment in the history of European football, and it will provide a once-in-a-lifetime opportunity for volunteers to be part of the team. Together with the 12 national associations hosting the final tournament, we count on the support of volunteers as our ambassadors in helping to make fans and guests feel welcome. We are organising our biggest EURO ever, and volunteering is a key component. The value of volunteering to individuals and local communities is widely recognised. ”**

**Aleksander Čeferin, UEFA president**



# Concluding remarks and outlook



# Observations from Elkhan Mammadov

chairman of the Fair Play and Social Responsibility Committee since 1 July 2019



© UEFA

## Continued growth

The 2018/19 season saw fledgling programmes and projects begin to take root within UEFA and to an even greater extent among national associations, alongside a continued solid commitment to our FSR portfolio partners' more established projects.

The new sections in this season's report on the Refugee Grant Scheme, the Centre for Sport and Human Rights and #EqualGame offer a deeper insight into the progress made since 2017/18.



1

Refugee Grant Scheme



2

Centre for Sport and Human Rights



3

#EqualGame





## A diverse EURO 2020

As UEFA moves into the final stages of preparation for its largest and farthest-reaching EURO to date, it does so with a renewed commitment to representing the great and unique diversity of Europe and to ensuring the organisation's policies and activities are inclusive of everyone.

## Child safeguarding

The child safeguarding project launched in 2018 began taking shape in 2018/19 and will soon start to be deployed across the continent, helping to make European football a safer environment for children.



© Terre des hommes

## Strategic FSR for national associations

A series of three regional HatTrick FSR workshops will take place in the first quarter of 2020 to prepare national associations for the forthcoming HatTrick V regulations, which enter into force in 2020/21. While the new regulations offer an increase in funding, they also require the associations to take a more strategic approach to ensure that the funds are invested in the most impactful and sustainable way.

Representatives of each UEFA member association will be invited to attend one of the workshops, where they will be guided through the process of putting together a robust FSR strategy that will stand the test of time, producing a roadmap for implementation and delivering meaningful social responsibility initiatives that benefit the associations themselves and the communities they serve.



## Climate action

Finally, UEFA is aware of the challenges ahead to meet the pledges made when signing the [UNFCCC Sports for Climate Action Framework](#) and the organisation is committed to this journey towards becoming a champion of climate action. On the UEFA campus in Nyon, various steps have been taken to integrate more sustainable practices into day-to-day life and look more closely at the organisation's broader practices and procedures. Based on this and with the help of expert partners, the next priority is reinforcing UEFA's framework for sustainable event management ahead of EURO 2024 and the many other competitions and events on the horizon.



Elkhan Mammadov

# Sustainability reporting index

<b>Key</b>	☑ Completely reported	◐ Partially reported	⊗ Not reported – data not available	(P) Page	(C) Comments
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DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE
<b>GRI 102: General disclosures 2016<sup>134</sup></b>			
<b>Organisational profile</b>			
102-1 Name of the organisation	-	(278) (Publisher information)	☑
102-3 Location of headquarters	Back cover	-	☑
102-4 Location of operations	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18)	☑
102-5 Ownership and legal form	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18)	☑
102-6 Markets served	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18)	◐
102-7 Scale of the organisation	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18-19)	◐
102-8 Information on employees and other workers	Human resources <sup>135</sup>	-	☑
102-9 Supply chain	-	-	⊗
102-10 Significant changes to the organisation and its supply chain	About the report Concluding remarks and outlook	Background (18) and Structure (18-19) (196-201)	◐
102-11 Precautionary Principle or approach	Facility management Environment	(32-35) (168-181)	◐
102-12 External initiatives	Stadium and security strategy and development	(62) (Council of Europe 2016 convention on integrated safety, security and service)	☑
102-13 Membership of associations	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Introduction)	◐
<b>Strategy</b>			
102-14 Statement from senior decision-maker	Message from Aleksander Čeferin Message from Peter Gilliéron	(10-11) (12-13)	☑

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE
<b>Ethics and integrity</b>			
102-16 Values, principles, standards, and norms of behavior	Football and social responsibility at UEFA Human resources	RESPECT UEFA Football and Social Responsibility Report 2017/18 (38-47)	◐
<b>Governance</b>			
102-18 Governance structure	About UEFA	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Administrative organisation) RESPECT UEFA Football and Social Responsibility Report 2017/18 (21) (Fair Play and Social Responsibility Committee)	◐
<b>Stakeholder engagement</b>			
102-40 List of stakeholder groups	Inside UEFA, National Associations and FSR Portfolio Partners	Contact information can be found at the beginning and/or end of Inside UEFA and FSR Portfolio sections.	◐
102-41 Collective bargaining agreements	-	-	⊗
102-42 Identifying and selecting stakeholders	-	-	⊗
102-43 Approach to stakeholder management	-	UEFA FSR Strategy Review 2017 (4)	◐
102-44 Key topics and concerns raised	-	UEFA FSR Strategy Review 2017 (8-23) (Key Findings)	◐
<b>Reporting practice</b>			
102-45 Entities included in the consolidated financial statements	-	UEFA Financial Report	◐
102-46 Defining report content and topic boundaries	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Scope)	☑
102-47 List of material topics	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Structure)	◐
102-48 Restatements of information	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Structure)	⊗
102-49 Changes in reporting	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Structure)	☑
102-50 Reporting period	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Scope)	☑
102-51 Date of most recent report	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Background)	☑
102-52 Reporting cycle	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (18) (Background)	☑
102-53 Contact point for questions regarding the report	-	(278) (Contact)	☑

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE	SDG TARGETS
<b>Material topics<sup>152</sup></b>				
<b>GRI 201: Economic performance 2016</b>				
201-1 Direct economic value generated and distributed	About the report	RESPECT UEFA Football and Social Responsibility Report 2017/18 (19)	🕒	9.1
<b>GRI 205: Anti-corruption 2016</b>				
205-2 Communication and training about anti-corruption policies and procedures	Anti-match-fixing unit	(48-51)	🕒	16.5
205-3 Confirmed incidents of corruption and actions taken	Anti-match-fixing unit	(48)	🕒	16.5
<b>GRI 305: Emissions 2016</b>				
305-3 Other indirect (Scope 3) GHG emissions	Environment	(168)	🕒	13.1
<b>GRI 306: Effluents and waste 2016</b>				
306-2 Waste by type and disposal method	Facility management	-	🕒	12.5
<b>GRI 401: Employment 2016</b>				
401-1 New employee hires and employee turnover	Human resources <sup>153</sup>	-	✅	5.1
<b>GRI 404: Training and education 2016</b>				
404-2 Programmes for upgrading employee skills and transition assistance programmes	Human resources <sup>153</sup>	-	✅	8.2
404-3 Percentage of employees receiving regular performance and career development reviews	Human resources <sup>153</sup>	-	✅	8.5

<sup>152</sup>Information pertaining to GRI 103: Management Approach can be found in the Introduction section of the report and in the UEFA FSR Strategy Review 2017.

<sup>153</sup>This information can only be found on the online version of this report.

<sup>154</sup>As per GRI Disclosure 102-55, "Material topics that are not covered by the GRI Standards but are included in the report are also required to be in the content index."

DISCLOSURE	SECTION	SUBSECTION/REPORT (P) (C)	COVERAGE	SDG TARGETS
<b>Other material topics<sup>154</sup></b>				
<b>Diversity and inclusion</b>				
Encouraging an inclusive culture and practices in football	Irish Football Association Georgian Football Federation Bosnia and Herzegovina Football Federation, Football Association of Montenegro and Football Association of Serbia Refugee Grant Scheme Norway Football Federation Fare network Homeless World Cup Foundation Centre for Access to Football in Europe Colour Blind Awareness	(72-73) (74-75) (78-79)  (80-81) (82-83) (88-103) (148-151) (154-157) (162-165)	✅	3.4, 11.7 10.2 5.5, 10.2  10.2 10.2 10.2, 11.7 10.2 10.2, 11.7 10.2
<b>Health and well-being</b>				
Promotion of active and healthy lifestyles	Royal Netherlands Football Association Healthy Stadia UEFA Women's Champions League final 2019	(70-71) (184-187) (244-245)	✅	3.4 3.4, 3.a 3.a
<b>Child safeguarding</b>				
Providing a safe and secure playing environment for children	Terre des hommes	(214-217)	✅	11.7, 16
<b>Human rights promotion</b>				
Ensuring that standards of human behaviour are upheld	Centre for Sport and Human Rights	(222-225)	✅	8.8
<b>Peace and reconciliation</b>				
Promotion of reconciliation in post-conflict areas	CCPA	(192-195)	✅	16.a
<b>Supporter relations</b>				
Proactive, structured, member association-driven cooperation with supporters' groups	Stadium and Security Strategy and Development FSE SD Europe	(62-67) (230-233) (236-239)	✅	11.7 16.6 16.6
<b>Solidarity</b>				
Provide international support to implement capacity-building	ICRC sportanddev	(200-203) (206-209)	✅	8.3 17.9
<b>Environmental advocacy</b>				
Sensitise stakeholders to climate change and advocate increased use of renewable energy	Football Federation of North Macedonia WWF South Pole UEFA Champions League final 2019 2018/19 UEFA Nations League	(76-77) (170-173) (176-179) (248-249) (250-251)	✅	7.2 7.2, 11.6, 13.3 7.b, 11.b, 13.3 11.6

# HatTrick FSR projects

The following table provides an overview of the 71 HatTrick IV-funded FSR projects that were implemented by all 55 NAs during the 2018/19 season.

ASSOCIATION	PROJECT TITLE	FSR ISSUE	TARGET GROUPS	SHORT PROJECT DESCRIPTION	RELATED LINKS
<b>Albania</b>	<b>Support and integration of marginalised and vulnerable people</b>	Diversity Inclusion Gender	Orphans Disabled people Prisoners	Construct proper football facilities and provide proper football equipment for people with disabilities, prisoners and orphans.	
<b>Andorra</b>	<b>Zero tolerance towards insults</b>	Fan dialogue	Fans Youth	Address the cultural tendency towards verbal violence in the stands in order to achieve respect for all participants in a match; educate referees, team managers and coaches.	
<b>Andorra</b>	<b>Football for Special Olympics</b>	Diversity Inclusion	Disabled people	Provide regular playing opportunities for people with disabilities in order to foster their inclusion and give them a sense of well-being. Additional focus on people with autism.	
<b>Armenia</b>	<b>Fan dialogue</b>	Fan dialogue	Fans Refugees Women and girls Disabled people	Improve communication with fans through a democratic dialogue in order to establish a meaningful bond with this group of stakeholders; organise mini-tournaments for girls and women; involve Syrian-Armenian refugees in local amateur futsal tournaments.	
<b>Austria</b>	<b>Integration and inclusion</b>	Diversity Inclusion Gender	Ethnic minorities Refugees Women and girls	Create a more positive image of refugees, through football and education in order to facilitate their inclusion into Austrian society. Special programmes for female refugees and for girls and women with and without migrant backgrounds.	
<b>Austria</b>	<b>Preventative fan dialogue</b>	Fan dialogue	Fans Minorities Women and girls	Preventive work with fans in order to improve their image/conduct and reduce the number of incidents in and around stadiums; organise specific workshops for young people at the national stadium; run a preventive programme for girls called 'Kick Mit'.	

<b>Azerbaijan</b>	<b>Morning exercises with national team players</b>	Health	Youth Seniors Disabled people	Promote a healthy lifestyle within society by encouraging people to exercise regularly and adopt a healthy diet. Activities are organised on the popular Baku Boulevard every weekend with the support of trained instructors and the presence of national team players.	
<b>Azerbaijan</b>	<b>Child safeguarding development</b>	Child safeguarding	Youth Women and girls	Develop a child safeguarding strategy that includes research, development of tools and reporting procedures, and recruitment and training of child safeguarding officers.	
<b>Belarus</b>	<b>Football is your friend forever</b>	Diversity Inclusion	Orphans	National tournament for orphans with teams from all regions. An opportunity for orphans, physical education teachers, coaches, experts and foster parents to exchange experiences.	
<b>Belarus</b>	<b>Dad, Mom, Me - Football Family!</b>	Diversity Inclusion Health	Economically disadvantaged groups Women and girls	Regional tournaments for families, held in 19 different cities. The concept is based on the active participation of all family members, parents and children alike. The aim is to promote a healthy lifestyle in a society where 63% of adults and 55% of children don't practice any physical activity at all. Participation is free, enabling poorer families to be included as well.	
<b>Belgium</b>	<b>Nobody offside!</b>	Diversity Inclusion Health	Disabled people Seniors	A nationwide project aimed at increasing access to football for players with physical and learning disabilities and further developing all forms of football for people with special needs. Additional focus on the promotion of walking football for older people.	
<b>Bosnia and Herzegovina</b>	<b>Football Zajedno - Promoting equality and non-discrimination through football</b>	Diversity Inclusion Peace and reconciliation Gender	Youth Ethnic minorities Fans	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women through the organisation of a fair play camp, good practice round tables, discussion forums, workshops and football tournaments. #FootballPeople weeks participation.	

<b>Bulgaria</b>	<b>Fan dialogue: 2020 and beyond</b>	Fan dialogue	Fans Disabled people	Establish a sustainable dialogue with fans in order to work on stakeholder development, the consolidation of SLO work and support for national teams; organise workshops for DAOs in the future, focusing on assistance for disabled spectators.	
<b>Bulgaria</b>	<b>Mobilebox - mobile football health academy</b>	Inclusion	Disabled people	Promote playing opportunities for young people with learning disabilities in order to facilitate their social integration and improve their health; offer education for trainers and staff who work with young people with learning disabilities in football.	
<b>Croatia</b>	<b>Special Power League (SPL)</b>	Diversity Inclusion Health	Disabled people Orphans Ethnic minorities	Organise four tournaments together with clubs who have a programme for children with disabilities to improve the integration of these children in society.	
<b>Cyprus</b>	<b>All different, all equal</b>	Diversity Inclusion	Youth Disabled people Ethnic minorities	Increase physical activity opportunities for young people and people with disabilities; focus on equality and the fight against racism by involving famous players; enhance knowledge and awareness of diversity, inclusion and racism by working closely with schools.	
<b>Czech Republic</b>	<b>Join in!</b>	Inclusion Diversity Health Gender	Disabled people Seniors Minorities (economic, ethnic) Economically disadvantaged groups (homeless, orphans,...)	Increase playing opportunities for marginalised groups regardless of age, health and ability or disability, with the help of experts and NGOs. Year-round football training and two annual tournaments.	
<b>Denmark</b>	<b>Campaign against homophobia in Danish football</b>	Diversity Inclusion	LGBT+ Fans	Foster tolerance and respect for the LGBT+ community with a view to bringing about a change of behaviour in Danish football in collaboration with several expert NGOs.	
<b>Denmark</b>	<b>Diversity projects in Danish football</b>	Diversity Inclusion Health	Minorities (ethnic, religious, sexual)	Map diversity in Danish football, focusing on age, gender, education, income, ethnicity and sexuality. Secondly, address diversity regarding girls and women's football in a national congress targeting all interests.	
<b>England</b>	<b>Colour blindness in football</b>	Inclusion	Disabled people	Improve the experiences of colour-blind people in football through awareness-raising activities and the education of all stakeholders.	

<b>Estonia</b>	<b>A chance for everybody</b>	Inclusion	Disabled people	Improve existing structures to facilitate access to football for people with disabilities. Educate association staff, coaches and physical education teachers to improve their understanding of players with special needs. Furthermore they organize several activities for people with intellectual disabilities, like regional and national football festivals. They also organize activities for blind people.	
<b>Estonia</b>	<b>We speak Football</b>	Inclusion	Marginalised groups Ethnic minorities Seniors	Facilitate the inclusion of East-Viru county's Russian-speaking population into Estonian society through football and cultural activities. They not only focus on offering playing opportunities but also on education of coaches from East-Viru counties.	
<b>Faroe Islands</b>	<b>Football for health</b>	Health	Youth Seniors (women and men with pre-diabetes) Women and girls	Improve public health through football and education, with the aid of scientific studies, with a special focus on the 40-plus age group and an important focus on women, working together with local football clubs.	
<b>Finland</b>	<b>Diversity plan for Finnish football</b>	Diversity Inclusion Gender	Ethnic minorities	Implement a diversity plan in Finnish football to foster diversity, promote participation by minority groups and tackle discrimination. Focus on education of club administrators, trainers and referees.	
<b>Finland</b>	<b>Club development project for social inclusion</b>	Diversity Inclusion Health	Minorities (ethnic, economic, religious, refugees)	As a follow-up to the diversity plan, start 'cultural interpreter' activities in football clubs working in the multicultural areas, to build practices between public authorities, clubs and migrants and establish a databank of sources of additional support for migrants actively involved within sports; collect and share best practices from clubs in this area. Focusing on effective education process, FA staff will make at least two or three visits to each club each year. The goal is to have 15 to 20 clubs in the pilot phase from 2018 to 2020.	
<b>France</b>	<b>Prevention of deviant behaviour in society</b>	Diversity Inclusion	Youth Minorities (ethnic, religious, economic) Extremists	Tackle deviant behaviour in French society through football, education and awareness-raising activities; specifically tackle violence at amateur football matches.	

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<b>Georgia</b>	<b>National Amputee League and Cup 2017</b>	Diversity Inclusion	Amputees	Organise national amputee league and cup competitions with seven clubs in each, using football to foster the inclusion of amputees – many of them war veterans – into society.	
<b>Georgia</b>	<b>Football in orphanages</b>	Inclusion	Orphans Migrants/refugees	Make football accessible to orphans through regular training sessions at 17 orphanages across the country, with licensed coaches and training equipment provided; also increase the focus on girls to increase their involvement in the different activities.	
<b>Germany</b>	<b>Football against homophobia</b>	Diversity Inclusion	LGBT+	Raise awareness of the diversity of sexual identities in football at association and club level and support LGBT+ footballers.	
<b>Germany</b>	<b>Fan communication and dialogue</b>	Fan dialogue	Fans Staff - administration	Strengthen collaboration with fans by implementing a fan dialogue programme, first to ensure that fans' interests are taken into account when decisions are taken by the DFB and second to improve the communication of decisions with a view to greater acceptance among the fans. The DFB also wants to train its employees to better understand the interests of fans and to improve general communication with fans.	
<b>Gibraltar</b>	<b>Building an accessible stadium for all</b>	Inclusion	Disabled people	Ensure that the future national stadium is fully accessible to people across the entire disability spectrum. Construction due to start in late 2019; association in close contact with CAFE.	
<b>Greece</b>	<b>Football for health</b>	Health	Women and men over 40	Implement a research-based training programme for older people with help from exercise professionals and produce a training manual.	
<b>Hungary</b>	<b>Fan dialogue</b>	Fan dialogue	Fans Disabled people	Establish a sustainable dialogue with fans in order to work on stakeholder development between clubs and their supporters.	
<b>Iceland</b>	<b>Welcome to the football family</b>	Diversity Inclusion Health	Disabled people LGBT+ People with mental health problems	Use football to improve social cohesion by welcoming very diverse groups of people into the football family and encouraging their active participation in different roles (as players, coaches, referees, officials or fans).	

<b>Iceland</b>	<b>Raising awareness of Parkinson's disease</b>	Health	People with Parkinson's disease	Raise awareness of Parkinson's disease by means of a joint campaign with the Icelandic Parkinson Association, supported by the men's and women's national teams.	
<b>Israel</b>	<b>It's much more than a game</b>	Diversity Inclusion Peace and reconciliation	Youth Disabled people Fans Minorities (economic, religious)	Use football to bridge Israel's complex mosaic of religions and people in order to create shared values, with the support of experts and partners. Focus on reducing violence and racism in football.	
<b>Italy</b>	<b>RETE! 2019</b>	Diversity Inclusion Health	Migrants/refugees	Promote the inclusion and health of refugees by using football as a tool for education, learning important values, and improving fitness. The project includes regular training sessions for young refugees who live in refugee centres. Also, change the opinions of Italian citizens about refugees by establishing mixed teams.	
<b>Kazakhstan</b>	<b>Development of football for people with cerebral palsy</b>	Inclusion Diversity	Disabled people	Develop CP football in order to attract children with cerebral palsy to the world of sport, help them re-establish contact with the outside world and improve their well-being.	
<b>Kosovo</b>	<b>Strengthen female leadership in football</b>	Diversity Inclusion	Women and girls Fans	Establish a campaign that challenges the stereotype that football is not a sport for girls and supports women in leadership roles.	
<b>Latvia</b>	<b>Creation of an FSR manager position</b>			Create an FSR project manager position within the Latvian FA to improve its existing approach to FSR and define a clear, strategic action plan for the future.	
<b>Liechtenstein</b>	<b>Respect for diversity and inclusion</b>	Diversity Inclusion	Disabled people Migrants/refugees	Use the Liechtenstein Football Federation's newly developed FSR strategy to improve respect for diversity, fight discrimination, and facilitate the inclusion of disabled people and refugees.	
<b>Liechtenstein</b>	<b>Respect for the environment</b>	Energy Water Waste	Fans	Promote the careful use of environmental resources, reduce water consumption, source energy from renewable sources whenever possible, provide combi-tickets including public transport with match tickets, and recycle all waste at football matches to make the Liechtenstein Football Federation a role model in this area.	



Lithuania	<b>Inclusive football</b>	Inclusion Health	People with addictions Orphans Youth	Use football to improve the well-being of orphans, people with learning disabilities and people with addictions.	
North Macedonia	<b>Inclusion</b>	Diversity Inclusion	Disabled people Fans	Improve the accessibility of national team matches, develop the DAO role in top-tier clubs and promote football for people with disabilities.	
North Macedonia	<b>Waste management system</b>	Water Waste	Fans Staff - administration Staff - technical	Establish a waste management system for the national association and organise an educational session about the system for staff.	
Malta	<b>Football For Life</b>	Diversity Fan dialogue Inclusion Health Gender	People with addictions Minorities (ethnic, sexual, refugees) Disabled people Prisoners People with eating disorders and obesity Women and girls	Increase the well-being of people living in challenging circumstances (obese people, refugees, prisoners, drug users, people with disabilities, etc.) by providing regular access to football; improve the matchday experience of people with disabilities by training disability access officers; include safeguarding in training sessions.	
Moldova	<b>Tiny healthy football players</b>	Diversity Inclusion Health	Youth Disabled people Marginalised groups Orphans	With the help of experts, improve the steadily declining mental and physical health of pre-school children, including children with disabilities, through football activities.	
Montenegro	<b>Football Zajedno - Promoting equality and non-discrimination through football</b>	Diversity Inclusion Peace and reconciliation Gender	Youth Minorities (ethnic, religious, sexual, refugees) Fans	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.	
Netherlands	<b>Lekker Bezig - Healthy living</b>	Health	Youth	Educate young people at grassroots clubs about healthy eating habits. One aspect of this programme is the Team Box – a box of fruit which is distributed to both the home and the away team as a pre- or post-match snack. Another aspect is that food coaches will visit the football clubs to talk about healthy eating habits.	

Northern Ireland	<b>Ahead of the Game</b>	Health Inclusion	Youth People with mental health problems Seniors	Raise awareness of mental health (depression, suicide, etc.) within clubs and provide them with adequate training to deal with this key issue in society.	
Norway	<b>Inclusion of refugees in football clubs</b>	Diversity Inclusion Gender	Refugees	Aid the integration of refugees into society through football by developing scientific studies and tools, sharing good practices and offering access to football activities.	
Norway	<b>Prevention of economic exclusion and social marginalisation in football</b>	Diversity Inclusion	Economically disadvantaged people Marginalised groups	Ensure players from economically disadvantaged backgrounds retain access to football using scientific studies, toolkits and information.	
Poland	<b>Mobile Young Eagles Academy: Respect diversity and your health</b>	Diversity Health	Youth Minorities (ethnic, economic)	Use the Mobile Young Eagles Academy's reach beyond the major football centres to educate young people about diversity and health, and organise educational workshops that focus on diversity, inclusion and healthy eating habits for local coaches and physical education teachers.	
Portugal	<b>Football and social responsibility grant scheme</b>	All social topics	All	Make a number of grants available for projects of relevance to Portuguese society and its issues, using football as the delivery tool.	
Republic of Ireland	<b>Walking football</b>	Inclusion Health Gender	Seniors	Develop walking football to foster physical, emotional and mental health, for adults over 60 years of age.	
Republic of Ireland	<b>Get into football - Your game, your community!</b>	Diversity Inclusion	Ethnic minorities Refugees Women and girls	Achieve greater participation in football among non-Irish nationals, Irish residents from ethnic, cultural or national minorities and refugees, thereby supporting integration and challenging racism and discrimination.	
Romania	<b>Football as a tool in the fight against discrimination</b>	Diversity Inclusion Gender Health	Disabled people Minorities (ethnic, economic, sexual, refugees) Women and girls Orphans	Fight discrimination and promote diversity in Romanian football in order to make it accessible and enjoyable for a larger number of people (players and supporters); organise football tournaments and develop information guides for specific target groups.	

<b>Russia</b>	<b>Developing sustainable relations with supporters</b>	Diversity Inclusion Fan dialogue	Disabled people Fans	Build lasting interpersonal and organisational relations and trust between the Football Union of Russia, national teams, leagues, clubs, supporters and other stakeholders by facilitating the development of a new fan culture and supporting positive fan initiatives. Within the project, attention is also given to accessibility for disabled supporters.	
<b>San Marino</b>	<b>Stadium for all</b>	Diversity Inclusion Fan dialogue	Disabled people Fans Youth	Improve stadium accessibility for disabled people, improve their stadium experience and create awareness about disabled people among non-disabled people.	
<b>San Marino</b>	<b>San Marino Special Cup</b>	Diversity Inclusion	Disabled people	Foster football activities for people with learning disabilities and encourage the use of football to promote equality in San Marinese society.	
<b>Scotland</b>	<b>Children's rights and well-being</b>	Inclusion	Youth	Introduce a children's rights and well-being programme to cement safeguarding and child protection, ultimately improving football experiences for children and young people. This includes the provision of education for coaches, referees and young people. The project includes the implementation of a youth ambassadors programme.	
<b>Serbia</b>	<b>Football Zajedno - Promoting equality and non-discrimination through football</b>	Diversity Inclusion Peace and reconciliation Gender	Minorities (Ethnic, economic, religious, sexual, refugees) Women and girls	Use the popularity of football to promote equality, human rights and non-discrimination, to empower disadvantaged and minority groups, and to foster equal participation by women and girls.	
<b>Slovakia</b>	<b>2020 and beyond</b>	Fan dialogue	Fans Disabled people	Establish a dialogue with football supporters in order to make them a respected partner and give them a seat at the table; evaluate the accessibility of stadiums in Slovakia.	
<b>Slovenia</b>	<b>Summer football schools for kids with social and health problems</b>	Inclusion Health	Youth Economic minorities	Encourage children with social and health problems to do the recommended amount of physical activity every day and generally adopt a healthier lifestyle.	
<b>Slovenia</b>	<b>Football tournaments for people with disabilities</b>	Inclusion	Disabled people	Develop a Football for All programme in order to create playing opportunities for grassroots players with intellectual disabilities and make football a part of their everyday lives.	

<b>Spain</b>	<b>Creation of an FSR position and committee</b>	All	Fans Disabled people Prisoners Women and girls	Create an FSR strategy for the national association that includes the development of an FSR position and committee, the recruitment of an FSR manager and the creation of a strategic plan.	
<b>Switzerland</b>	<b>CSR development tools for grassroots clubs</b>	All	Youth Women and girls Volunteers Migrants/refugees	Share best practices in order to educate clubs about environmental issues (renewable energy, reduction of water use, etc.), child protection, homophobia and volunteering.	
<b>Sweden</b>	<b>Everyone's different, different is good!</b>	Diversity Inclusion Gender	Minorities (ethnic, economic, religious, sexual, refugees) Disabled people Women and girls Youth	Make everyone feel welcome in Swedish football, regardless of gender, background, age, disability, sexual orientation or other perceived differences through educational efforts and a large digital platform.	
<b>Turkey</b>	<b>Integration of disabled players into football</b>	Inclusion Diversity	Disabled people Fans Women and girls	Raise public awareness of football for people with disabilities and develop the necessary support systems in order to facilitate their participation in society.	
<b>Ukraine</b>	<b>Around Football children's programme</b>	Inclusion	Displaced children Orphaned children Mentally fragile children Disabled children Minority groups of children	Support internally displaced children, children of combat veterans, children with disabilities and orphaned children, using football to help them integrate into society; promote tolerance towards children with disabilities, regardless of their social status, religion, gender or race.	
<b>Wales</b>	<b>We wear the same shirt</b>	Health Diversity Inclusion	Players with mental health problems Seniors	Improve the physical and mental well-being of people with mental health problems by supporting them to engage in sport in collaboration with local football clubs.	

# Additional projects supported by the FSR unit in 2018/19



IMPLEMENTING PARTY	ACTIVITY
<b>ESCA CancerSupport</b> <a href="http://www.CancerSupport.ch">www.CancerSupport.ch</a>	<b>Paddle for CancerSupport</b> UEFA chose to be an official event sponsor of ESCA CancerSupport's Paddle for CancerSupport Dragon Boat Festival. ESCA, a small non-profit based in Geneva, provides confidential professional emotional support and practical help, free of charge and in English, to people affected by cancer. The ESCA's work with children who have cancer is very much in line with the aims of the UEFA Foundation for Children. All proceeds raised from the festival go directly to fund ESCA CancerSupport's work. UEFA's sponsorship fee was used to support the infrastructure of the festival.
<b>Sport and Citizenship</b> <a href="http://www.sportetcitoyennete.com/en">www.sportetcitoyennete.com/en</a>	<b>Football Including Refugees in Europe</b> Sport and Citizenship launched the Football Including Refugees in Europe (FIRE) project with UEFA's support. FIRE aims to promote inclusion, participation, socialisation and access to sport for asylum seekers, migrants and refugees, with a specific focus on fostering intercultural openness in football clubs by empowering and supporting them to work with these marginalised groups. FIRE is supported by the EU's Erasmus+ programme, in partnership with UEFA. The project involves the national associations of Belgium, Romania and Scotland, as well as the Fare network.
<b>UEFA and UEFA Youth League clubs</b>	<b>UEFA Youth League solidarity project</b> Launched at the beginning of the 2018/19 season, the aim was to stimulate interaction, awareness and solidarity among Youth League players. The clubs are each invited to adopt a social or solidarity project in their region and prepare an activity in support of the project or participate in the project directly. The players/clubs donate €500 to their projects, which they recuperate through the UEFA Youth League. By way of example, in 2018/19: <ul style="list-style-type: none"> <li>• SSC Napoli organised a visit to a youth prison, where they held a football match and donated sports equipment;</li> <li>• Dinamo Zagreb volunteered at and made a donation to a residential care home for elderly people;</li> <li>• Montpellier pursued environmental action with Ocean Rescue to clean seas and rivers;</li> <li>• FC Porto supported dog therapy for children with serious disabilities;</li> <li>• PSG organised training and practice sessions with blind football associations;</li> <li>• AEK Athens organised a Special Olympics football match;</li> <li>• BSC Young Boys sold goodies to collect funds to enable holidays for families with children who have cancer.</li> </ul>



<b>Graines de Foot</b> <a href="http://www.grainesdefoot.ch">www.grainesdefoot.ch</a>	<b>Mundialito</b> UEFA once again chose to support football in Vaud, the canton it calls home. Graines de Foot is an initiative of the Association Cantonale Vaudoise de Football that promotes youth football in the canton and offers children aged between 5 and 12 years old the opportunity to take part in a mini World Cup (often called the 'Mundialito'). As the event approaches its 20th anniversary in 2020, it continues to draw almost 8,000 children to participate, with parents, grandparents, siblings and friends all turning out for a weekend of fun and football.
<b>FC Zurich</b> <a href="http://www.fcz.ch/en">www.fcz.ch/en</a>	<b>Swiss women's football anniversary exhibition</b> UEFA continues to reinforce its women's football programme and was pleased to support a historic commemoration of Swiss women's football. 1968 marked a turning point in the history of Swiss football. In February 1968, Switzerland's first women's football club was founded under the name of Damenfussball Club Zürich. The FCZ museum has started a new collection on the history of Swiss women's football. UEFA supported the development of a large exhibition on the topic, scheduled to open in 2020.
<b>Executive Master in Sport Governance (MESGO)</b>	<b>CSR scholarship</b> A CSR scholarship was awarded to Stuart Dykes of SD Europe to complete the Executive Master in Sport Governance (MESGO). MESGO is a unique programme designed for sports sector professionals wishing to master the complex dimensions and diversity of practices related to professional sport on an international level.
<b>UEFA</b>	<b>Audio-descriptive commentary equipment for UEFA Women's Champions League final 2019</b> UEFA donated audio-descriptive commentary equipment to Ferencváros Stadium for the Women's Champions League final in Budapest. UEFA is committed to ensuring that football is for everyone, and in purchasing this equipment, it hopes to make matches more accessible and enjoyable for blind and partially sighted fans.
<b>UEFA</b>	<b>Natural disaster grants 2018/19</b> The following amounts were paid out to UEFA national associations: <p><b>Malta</b>                      €193,000 for the restoration of football infrastructure at 27 football clubs and facilities that were damaged by gale-force winds</p> <p><b>Switzerland</b>                      €261,000 for the restoration of the facilities of FC Anniviers, destroyed by floods (Navisence river)</p> <p><b>Wales</b>                      €46,000 for the restoration of the facilities of Corwen Juniors FC, destroyed by floods (River Dee)</p>

# UEFA Football and Social Responsibility Report

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